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*Coming together is a
beginning. Keeping
together is progress.
Working together is
success.*

Henry Ford

High Performance Team Evaluation Report

Feedback Report for
test member
test evaluation

25th May 2011

Contents

Page	Details
3	Introduction.
4	What does the term 'team' mean?
5	A detailed report on your team.
9	Who scored what?
10	Types of teams – Katzenbach & Smith.
12	What type of team is yours?
13	Who scored what?
14	About the other types of teams
15	Stages of group development – Tuckman.
19	Your predicted stage of team development.
20	Who scored what?
21	Advice on team development
24	Common pitfalls to avoid during team development

Introduction

“Of all the things I’ve done, the most vital is co-ordinating the talents of those who work for us and pointing them towards a certain goal”

Walt Disney



Teams are used as a basic organisational construct globally and yet, surprisingly, the process of team analysis and development is so little understood within most organisations. This report will help you understand the dynamic of effective teamwork and to be much more aware of the strengths and areas of development for your team.

The work is based on a wide variety of research into team effectiveness combined with extensive practical outworking over three decades with a wide variety of business and non-business teams.

This report provides you with the collated output from the High Performance Team Evaluation which your team members have recently completed and an interpretation of these results. It also provides you with considerations about how the team currently operates and how this impacts on overall team performance. We hope you enjoy this process of learning and wish you every success in applying this knowledge to take your team its next step forward.

EvaluationStore.com contains a database of organisations and individuals who offer services to assist teams develop further. You may wish to avail yourself of their expertise as you seek to enhance your team’s performance.

What does the term 'team' mean?



The word 'team' comes from an old English word for a bridle and thence for a set of draught animals harnessed together. By analogy, a team is therefore a number of persons involved in joint action pulling in the same direction.



Working in teams assists individuals to solve problems and to seek opportunities. The goal of a team process is to collectively pool individuals' talents, abilities, skills, competencies and differing perspectives to resourcefully tackle problems and design effective solutions. These solutions are often unavailable through individual effort and so the collation team activity is greater than the sum of the efforts of the individual members. The aim of the team is that $1+1=3$ and so they are essential for organisational productivity and effectiveness.

Nicky Hayes (2001) sees teams as a sporting metaphor used frequently by managers and consultants. The term 'team' emphasises both inclusiveness and similarity – members sharing common values and co-operating to achieve common goals – while also highlighting differences as various individuals play distinct, albeit equally valuable, roles and have different responsibilities. She went on to write:

'The idea of 'team' at work must be one of the most widely used metaphors in organisational life with groups of workers or managers generally described as a team. But often, the new employee receiving this assertion quickly discovers that what was described as a 'team' is anything but. The mental images of cohesion, co-ordination and common goals which was conjured up by the metaphor of the team, was entirely different from the everyday reality of working life'.

Reference:

Hayes, N (2001) *Managing teams: a strategy for success*

A detailed report on your team

‘Team is a word for managers: that is , an appealing word used as a rhetorical strategy through which managers hope to achieve their goals’

Jos Benders and Geert Van Hootegeem (1999)



This analysis and report will provide you with information about the things you do well as a team, the areas where you are mediocre or inconsistent and the areas where there is significant room for improvement. It will also give you comparisons with other teams with similar attributes who have completed the evaluation.

What will this report do?

It will give output, as completed by your team members, in 3 formats:

- The EvaluationStore.com High performing Team criteria
- Katzenbach & Smith’s model from their book ‘the wisdom of teams’
- Consider the position of your team in alignment with Bruce Tuckman’s 1965 work on stages of group development.

The EvaluationStore.com High Performing Team criteria

This originated with a challenge in the British military during the 1990’s to find criteria for team success which applied equally to all teams – combat and administration, large and small. In the first part of the 21st century it has been expanded, developed, refined and applied to business teams throughout Europe. It has taken almost 20 years of research to establish these 20 criteria as those which make the performance difference in all teams.

Katzenbach & Smith: Katzenbach, J and Smith, D (1993) *The wisdom of teams*, Harvard Business School Press.

Bruce Tuckman: Tuckman, Bruce (1965). "Developmental sequence in small groups". *Psychological Bulletin* **63** (6): 384–99.

A detailed review of your results

Team performance aspect	Your score	Narrative
Assessment	40.0%	It would appear that your team rarely, if at all, spends time reviewing its performance
Atmosphere	80.0%	You would consider the overall atmosphere in your team to be a positive one
Cohesion	56.0%	This team sometimes works in a cohesive style but also operates in a fragmented way from time to time
Commitment	96.0%	Team members are committed to fulfilling their own and the team's objectives
Communication	72.0%	The quality of communication is inconsistent in the team which affects our understanding of each other
Conflict	60.0%	When conflict arises, we deal with it in an inconsistent way depending on the situation
Cooperation	72.0%	We tend to help each other sporadically and not in a consistent manner
Creativity	100.0%	We spend time generating new ideas and thinking within our team as a matter of course
Decisions	44.0%	We make some decisions as a collective and have an amount of decisions forced upon us
Feedback	44.0%	The team gives some feedback about its performance well but has areas where such feedback is not given

A detailed review of your results

Team performance aspect	Your score	Narrative
Feedback to leader	84.0%	Our team leader welcomes feedback and acts on it in the most appropriate manner
Goals	36.0%	We do not discuss our team goals and we do not know the full extent of each individual's personal objectives
Identification	76.0%	Some team members have a sense of belonging to the team and a positive relationship with it.
Leadership	72.0%	Our team leader contributes to our team's success but could do a lot more to really assist us in this challenge
Mutual respect	80.0%	Team members have an inherent respect for each other and this affects their everyday behaviour to each other
Openness	76.0%	Some team members believe they can be totally open with each other but this is not consistent
Pride	100.0%	Team members are immensely proud of being part of this team and let others know this fact
Recognition	72.0%	Achievements are occasionally recognised and rewarded but not as often as they might be
Support	64.0%	Team members provide some support but it is not always consistent or constant
Trust	84.0%	Trust is implicit throughout the team and this knowledge leads to a greater sense of understanding and harmony within it

A summary of your results

Total number of high scores	7
Total number of medium scores	11
Total number of low scores	2

The criteria that scored at a high level:

atmosphere	commitment	creativity	feedback to leader
mutual respect	pride	trust	

These scores are currently showing a strong level of performance. They should be used to leverage further development.

The criteria that scored at a medium level:

cohesion	communication	conflict	cooperation
decisions	feedback	identification	leadership
openness	recognition	support	

These scores are demonstrating a mediocre or an inconsistent level of performance. What can the team do to make sure these scores become more consistently positive?

The criteria that scored at a low level:

assessment	goals
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These scores suggest that the issues highlighted will cause immediate problems for the team. They need to be addressed as a matter of urgency.

Who scored what?

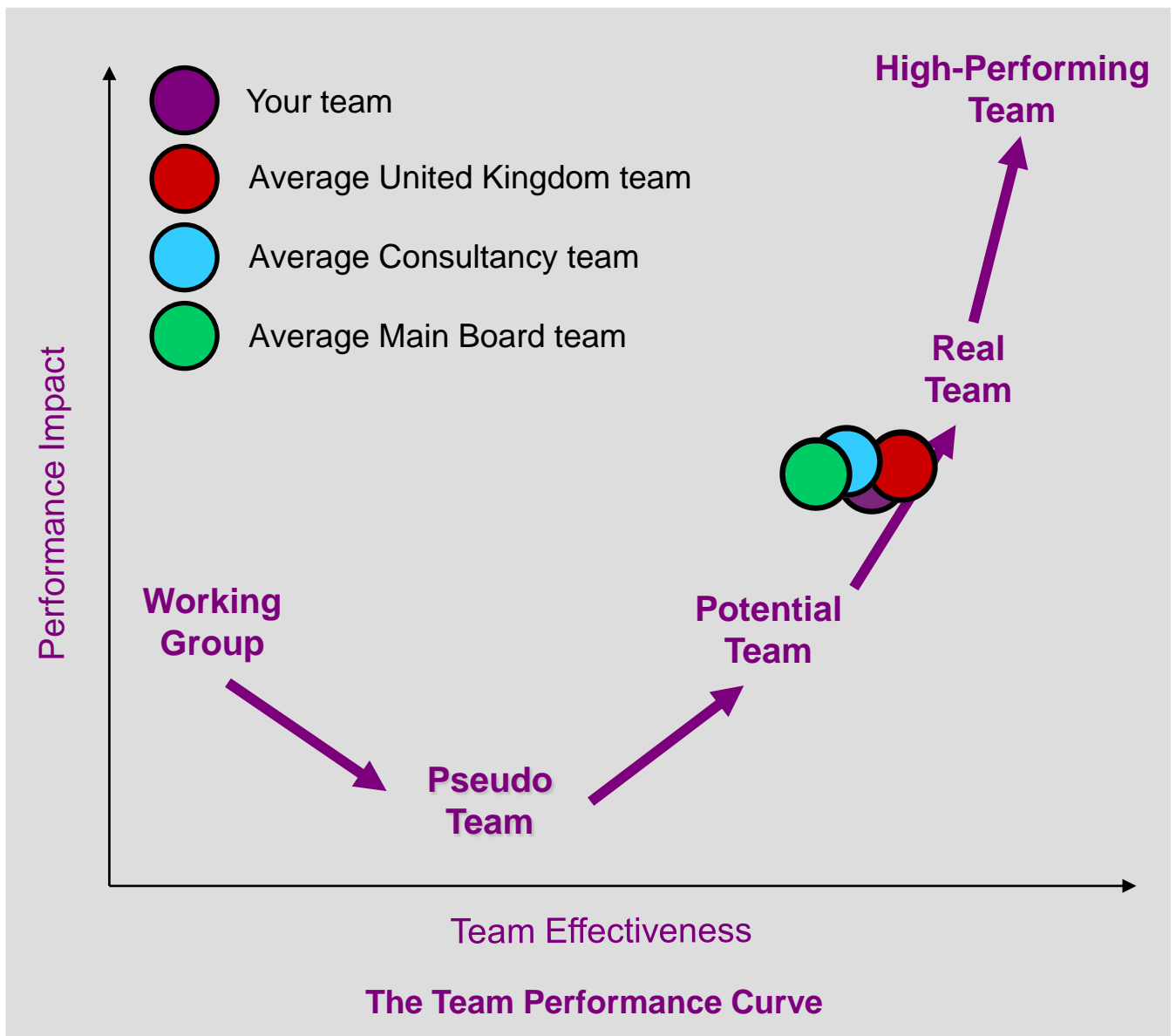
By nature, different people will allocate scores differently. For some '3' is 'OK' for others '3' is poor. The overall pattern is usually therefore more important than any individual result.

Team aspect	Team member									
	1	2	3	4	5					
Assessment	1	3	2	1	3					
Atmosphere	4	4	4	4	4					
Cohesion	2	3	2	3	4					
Commitment	5	5	5	5	4					
Communication	4	4	4	3	3					
Conflict	3	4	2	2	4					
Cooperation	4	3	4	3	4					
Creativity	5	5	5	5	5					
Decisions	2	2	3	2	2					
Feedback	1	3	3	1	3					
Feedback to leader	5	4	4	3	5					
Goals	1	2	2	2	2					
Identification	3	4	4	4	4					
Leadership	3	4	4	3	4					
Mutual respect	4	4	5	4	3					
Openness	3	4	4	4	4					
Pride	5	5	5	5	5					
Recognition	4	2	4	4	4					
Support	3	3	4	3	3					
Trust	4	4	5	4	4					

Average team
member score

3.30	3.60	3.75	3.25	3.70					
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Types of Teams - Katzenbach & Smith



Jon Katzenbach and Douglas Smith studied teams in a variety of business settings. One of their measures was the develop in internal effectiveness, and it's correlation with external performance impact in the organisation. They established that many team leaders did not understand the stages of team development and were therefore missing both the performance potential and development potential within their teams. This model makes it is easier to track a team's development towards high-performance.

Reference:

Katzenbach, J and Smith, D (1993) *The wisdom of teams*, Harvard Business School Press.

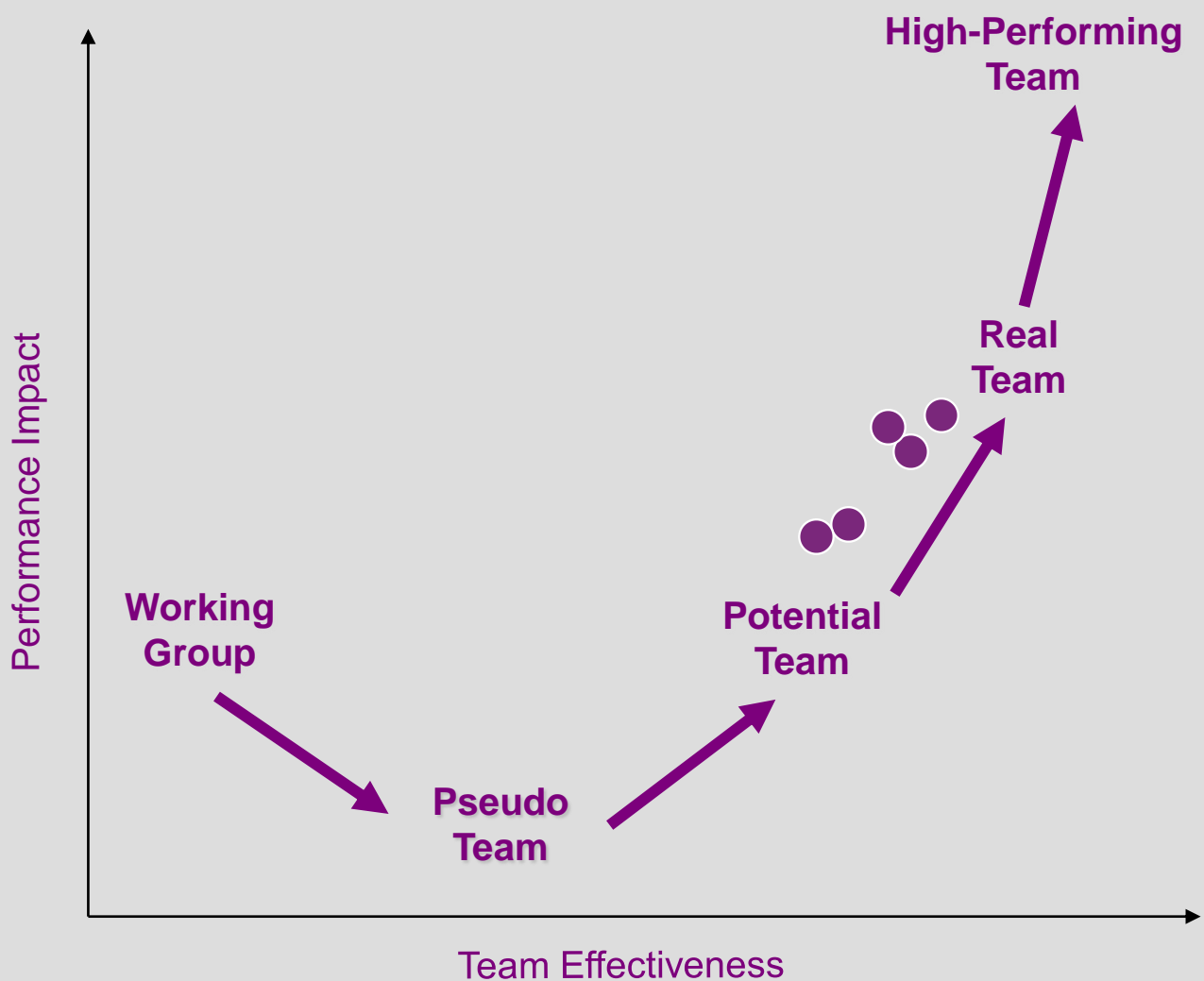
Types of Teams - Katzenbach & Smith

The average score for your team:

3.52

70%

When your team completed the team evaluation, they placed the team on a continuum of 1 – 5 for each assessment measure.



The Team Performance Curve

This diagram shows where individual team members scored this assessment. From this, you will be able to ascertain both the range of scores and the consistency of viewpoints.

What type of team is yours?

Your team's average score	3.52	70%
Your predicted team type	Potential team	



Teams have to be developed via some form of constructive action; they simply do not evolve on their own accord! The starting point of any such development process is understanding the current performance level of the team and then planning a specific, structured, intervention strategy based on this. As predicted by the evaluation you have just completed, the current performance level of your team is reflected below.

According to Katzenbach and Smith these teams can be described as follows:

Here, there is a significant performance need and the team are trying to improve their performance impact. They require, however, more clarity about purpose, goals, work-products or need a more common working approach. It has not yet established collective accountability.

These teams are best described as collectives where one has all the ingredients of a cake; those ingredients have just never been put together to complete the recipe. Thus, the team is normally 'crying out' for some form of resourcing, development plan and long-term investment in order for them to achieve their obvious potential.

The lower scored areas highlighted by the evaluation will indicate where such development would have most impact in the shortest space of time.

Who scored what?

[illegible]

About the other types of teams



The evaluation predicts the type of team which is most likely to be the one you are experiencing based on the answers in the assessment. However, this is just one of the types of team as described by Katzenbach and Smith. For your information, the four other types of teams they describe can be summarised as follows:

Working Group

This is a group for which there is no significant incremental performance needs which would require it to be a team. The members interact primarily to share information, best practices or perspectives and to make decisions to help each individual perform within his or her area of responsibility. Beyond that, there is no realistic shared purpose or goal, that calls for a joint approach or mutual accountability.

Pseudo-Team

This group has not focussed on collective performance and is not trying to achieve it. From a performance perspective, it is the weakest of all teams, even though it may call itself a team. There is negligible focus on joint benefit. In pseudo-teams, the whole is less than the collective sum of the parts.

Real Team

This is a small number of people with complementary skills who are equally committed to a common purpose, shared goals, and working approach for which they hold themselves mutually accountable.

High-Performing Team

This is a group who meet all the needs of a real team and has members who are also deeply committed to one another's success and personal growth.

Reference:

Katzenbach, J and Smith, D (1993) *The wisdom of teams*, Harvard Business School Press.

Stages of group development - Tuckman



When Bruce Wayne Tuckman wrote about the 'developmental sequence in small groups' long ago in 1965, his focus was mostly on educational research and psychology. However, today his research is used within organisations as a cornerstone for many team development processes. It serves as an elegant model by which we can determine the maturity of the team. Indeed, Tuckman himself has said that he *'began to look for a developmental sequence that would fit the findings of a majority of studies. I hit on four stages going from (1) orientation/ testing/dependence to (2) conflict, to (3) group cohesion, to (4) functional role-relatedness. For these I coined the terms: 'forming', 'storming', 'norming' and 'performing'*

(Tuckman, 1984)

In 1977 he added a 5th stage 'adjourning' to represent the breaking up of a team after it has achieved its purpose.

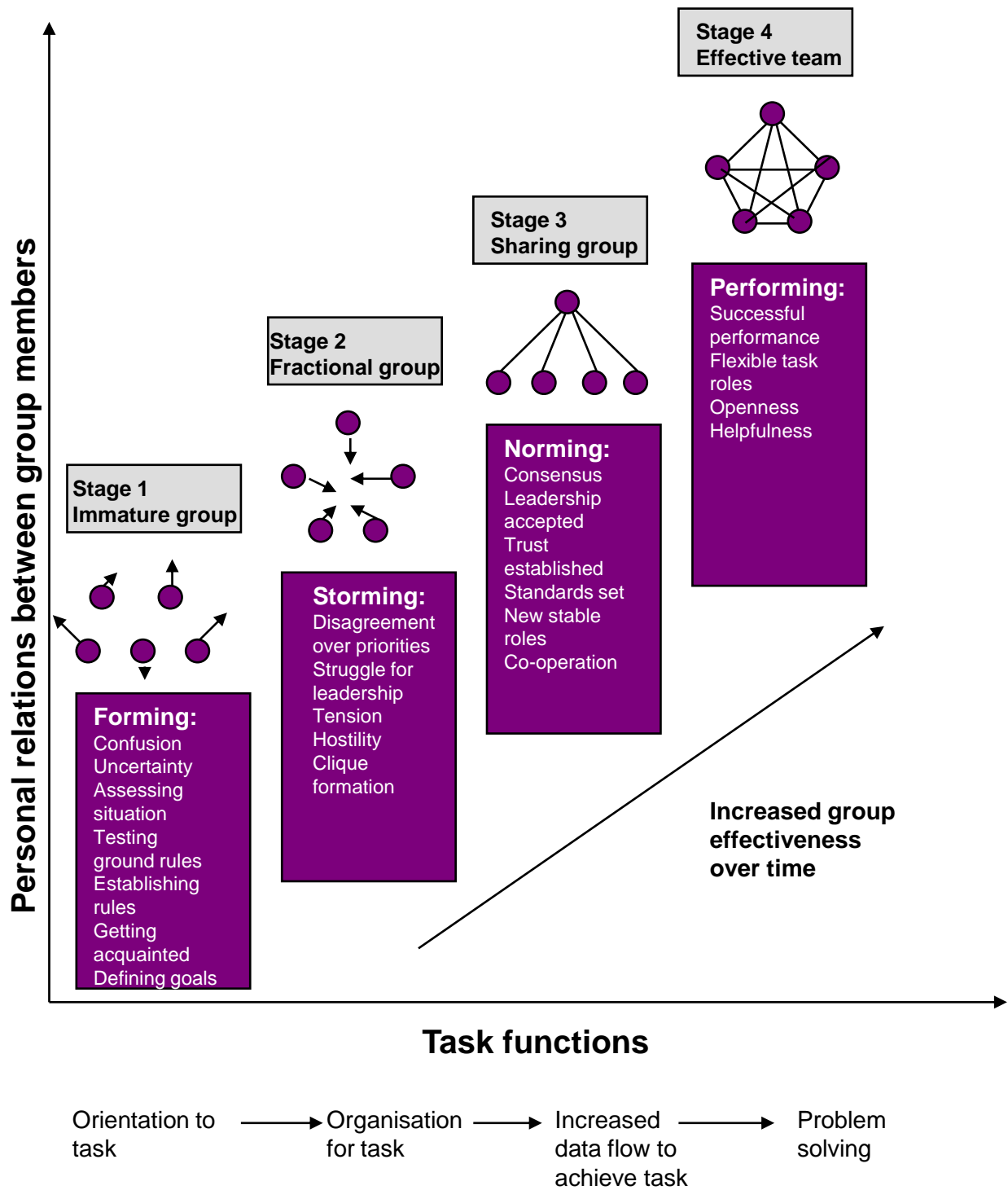
In his original article, Tuckman (1965) described the four stages:

'Groups initially concern themselves with orientation accomplished primarily through testing. Such testing serves to identify the boundaries of both personal and task behaviours. It may be said that orientation, testing and dependence constitute the groups process of Forming. The second point in the sequence is characterized (sic) by conflict and polarization (sic) around interpersonal issues. These behaviors (sic) serve as resistance to group influence and task requirements and may be labelled as Storming. In the third stage, in-group feeling and cohesiveness develop, new standards evolve and new standards adopted. Thus, we have the stage of Norming. Finally, the group attains the fourth stage in which interpersonal structure becomes the tool of task activities. Roles become functional and flexible and group energy is channelled into the task. This stage can be labelled as Performing'.

References:

- Tuckman, B W (1965) 'Developmental sequence in small groups', *Psychological Bulletin*, 63, 384-399.
- Tuckman, B W (1984) 'Citation classic – developmental sequence in small groups', *Current concerns*

Stages of group development



(from Bruce Tuckman (1965) *Development sequence in small groups*, Psychological Bulletin, 63)

Your predicted stage of team development



The High Performance Team evaluation your team completed provides you with an indication about the type of team you are currently working within. It also suggests the stage of team development at which your team is operating.

Forming stage	Storming stage	Norming stage	Performing stage
Score between 20-35%	Score between 36-55%	Score between 56-75%	Score between 76% +



Your team



Your score:		Your score:		Your score:	70.40%	Your score:	
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Your predicted stage of team development

Forming stage	Storming stage	Norming stage	Performing stage
Score between 20-35%	Score between 36-55%	Score between 56-75%	Score between 76% +



Average United Kingdom team



Average Consultancy team



Average Main Board team

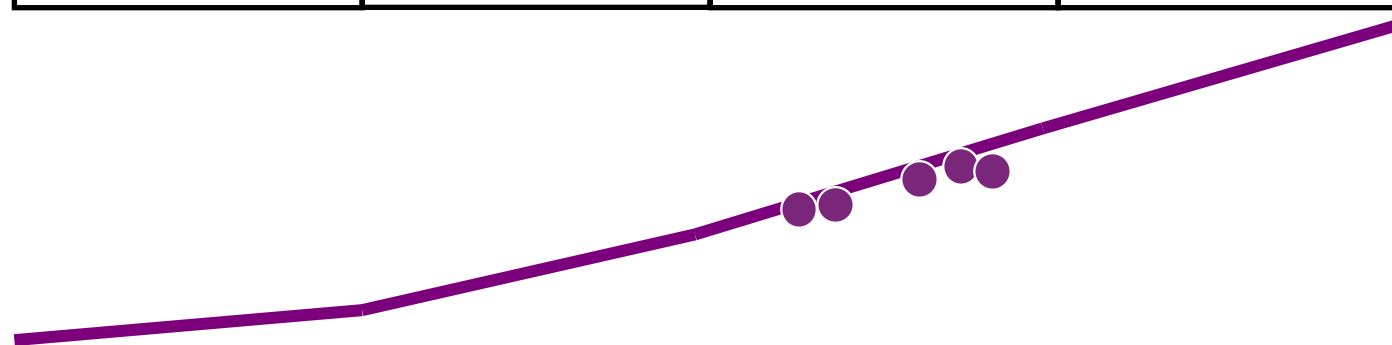


Your team

Average score:		Average score:		Average score:	70.40%	Average score:	
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The average score for your team is shown above. The scores of individual team members have been placed below:

Forming stage	Storming stage	Norming stage	Performing stage
Score between 20-35%	Score between 36-55%	Score between 56-75%	Score between 76% +



Average score:		Average score:		Average score:	70.40%	Average score:	
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Your predicted stage of team development

The Norming Stage

In this cohesion stage members of the group develop closer relationships with each other. The questions of who will do what and how it will be done are addressed. Working rules are established for norms of behaviour and role allocation. The personal relations within the group stress cohesion. Members feel that they have overcome conflict and have 'gelled'. On the task side, there is an increase in data flow as members are prepared to be more open their goals and discuss how these will be achieved.

"Any one can steer a Ship, but It takes a leader to chart the course."

John C Maxwell

"We are made wise not by the recollection of our past, but by the responsibility for our future."

George Bernard Shaw

Identification of the team being at this stage of its development is not enough; we need to take action to progress. The primary responsibility for inspiring, motivating and developing the team is firmly with the team leader. A good leader always seeks to draw the team onward – **"Satisfaction with the status quo is the first step towards fossilisation"**

Stephen Berry

What should the team focus on for its development?

The team type which you have predicted would need the following for its ongoing development:

- The integration of individual roles and goals into a team structure.
- Continued skill and behavioural development.
- Encouragement for team members to share different perspectives and openly, but appropriately, disagree when required.
- The continued building of trust and positive relationships.
- A shared responsibility for leadership and team functioning.
- A focus non increased productivity.
- Evaluation of and learning from every relevant experience.
- The open recognition and celebration of success

Who scored what?

[illegible]

Advice on team development



Effective team development includes frequently taking the time to critique performance together and then finding ways to overcome obstacles and develop more productive patterns of work.

“Good business leaders create a vision, articulate the vision, passionately own the vision, and relentlessly drive it to completion.”

Jack Welch

“A culture of discipline is not a principle of business; it is a principle of greatness.”

Jim Collins

“There are two kinds of people in the world: those who make excuses and those who get results.”

Alan Cohen

Team development is the process of organising a small number of people with complementary skills who are committed to a common purpose, performance goals and approach for which they hold themselves mutually accountable. It is an ongoing process not a one-off event.

More thoughts about team development

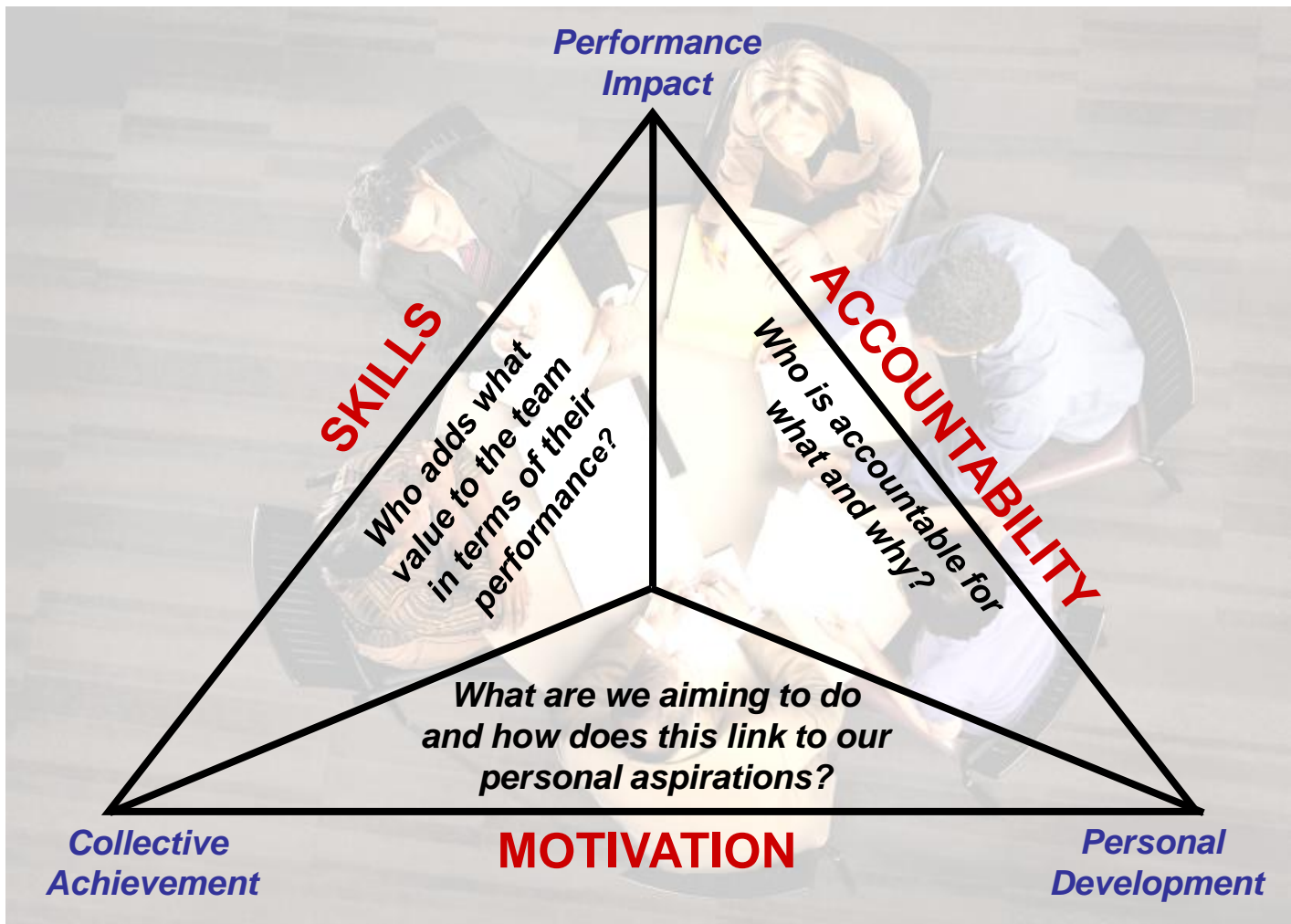
Now that you have assessed the level of team performance of your team and the associated development needs that this ensues, you may wish to consider a formal team development process.

There are thousands of potential training and development providers that might assist you with this: you may wish to review the potential providers listed at www.evaluationstore.com.

By reviewing the providers listed there, you may find someone that fits your team's development needs, geographical proximity as well as style and approach.

Good luck with the next stages of your development.

Advice on team development



In their research about teams and their relative performance, Katzenbach and Smith suggested any team framework consisted of a **combination of inputs and outputs**. These are reflected in the diagram above.

They state that there are three main forms of input. Firstly, there is the matter of **motivation**. How is the team set up in order for the personal motivation of individuals to be realised? For this to happen, a clear operating framework must be apparent showing what the team aims to do.

The team must have a **clearly stated vision** which details their purpose and reason for their existence. There must also be a **collective set of values and behaviours** which detail how the team should achieve this vision. These values and behaviours are the team operating style. These elements must **align to the central vision and values** of the organisation, but do not have to be a simple 'cut and paste' of them. Indeed, if they are **designed by the team for the team**, they are more likely to be adhered to and used as a central modus operandi.

Advice on team development



The second input is **accountability**. This has to be both individual and mutual. Members of the team must take **individual responsibility** for not merely delivering the task aspects of the team's objectives, but also on the **behavioural** ones. Listing the requirements as stated on the previous page is one thing; actually carrying them out is something else. Also, the same responsibility must evolve for the team as a collective, not merely for it as a combination of individuals. The performance of the team must be **regularly reviewed** and feedback given openly and constructively. Only through this process will levels of trust and engagement increase and subsequent performance levels raised.

The final source of input is **skills**. The competency levels of individuals must continually be **challenged** so that their own development is seen as a matter of the utmost importance. There should be a shared mantra of '**how do you make the best even better?**'

Also, skill sets should be shared across the team. Expertise should be prized and subject matter experts should be encouraged to take the lead whenever they can add value to the collective. In addition, the development of individual or team skills should not just focus on the technical or task side of the job. **Interpersonal skills** development is equally important with a sense of self-discovery being used to allow even greater contribution to the collective.

These inputs lead to three major outputs. Firstly, **performance impact**. The net combination of these factors is even greater performance from the team plus the realisation and advancement of any challenge set for or by them. Secondly, the team will have a greater **sense of collective achievement**. They will realise that the whole is greater than the sum of its part. The third output is **personal development**. Individuals increase their abilities and achievements.

Now, simply ask yourself the question how reflective is this model of my team? If it is not, which part or parts are missing? What do you now need to do?

Reference:

Katzenbach, J and Smith, D (1993) *The wisdom of teams*, Harvard Business School Press.

Common pitfalls to avoid during team development

Teams involve a diversity of people and personalities. All would agree that they do not want their experience of the team to be negative. However, working in teams is a challenging process which needs constant cultivation and attention. If this does not occur, there are some common pitfalls a which team can experience. Each will impede its progress during its development. Some common pitfalls are listed below:

Pitfall	Description
Group think	This is the tendency to go along with the crowd and avoid criticism, assuming everyone is in agreement. Conflict and challenge are avoided and blinkered thinking results.
Imaginary conflicts	Individuals who perceive a conflict or a discrepancy with another person often edit communication or withhold information. This hinders open and honest communication and can also build internal frustration, distress and ineffectiveness.
Hidden agendas	This is when an individual has their own interest in mind but fails to include the team on this agenda.
Perception of powerlessness	Teams who feel they are unable to control their situation or make decisions often succumb to what others' want. This leaves the team feeling as a powerless victim rather than a powerful vehicle for achievement.
Failure to use discussion skills	Teams which undermine the benefits of open, honest and candid discussions often experience barriers to success by failing to consider issues with sufficient breadth.
Reliance on one person	Some teams rely on one individual to the extent that everyone does not accept the need for shared responsibility in discussions or performance.
Hidden conversations	This is when members' discussions after a meeting are more open, candid and useful than during the meeting itself.
Avoiding topics	When teams avoid subjects because they believe they are 'taboo' or when the environment in the team is not sufficiently supportive.

Conclusion



This report has provided you with the both the output from your High Performance Team Evaluation and an interpretation of these results. It, hopefully, has also provided you with ideas about what type of team you currently operate within and how this impacts on its performance. It should also have provided suggestions regarding potential areas to consider for developing the team further.

We hope you have enjoyed this process of learning and wish you every success in applying this knowledge in your future lives.

Other reading:

Katzenbach, J and Smith, D (1993) *The wisdom of teams*, Harvard Business School Press.

Katzenbach, J and Smith, D (2001) *The discipline of teams*, Wiley Press.

Blanchard, K (2004) *The One Minute Manager builds high performing teams*, Harper Collins.

Pardey, D (2004) *Leading teams*, ILM Press.

Robbins, H and Finley, M (1998) *Why teams don't work*, Orion Business.

EvaluationStore.Com was formed to provide a service of high quality evaluation processes that were astoundingly good value for money and that added immediate value in terms of information.

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How effective is your team? Evaluate your team

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Are you achieving your potential? Evaluate yourself or others

Individual evaluations: from your learning, to your deep set values, to the behaviours and interactions you have with other people - all can give ideas to increase your personal effectiveness

“

Ask not what your team mates can do for you. Ask what you can do for your team mates. ”

Magic Johnson

High Performing Team Evaluation Report

