
Insights

Team Effectiveness

Team: North America

Date: 02-May-00

Department: North America

Facilitator(s) Mike Jones

Company: Insights



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Facilitator's Report

Team Effectiveness: Item Report



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Introduction

There are many opinions as to what constitutes an effective team - a clear sense of purpose, a good team spirit, a balanced mix of personalities - the list is wide and varied.

An effective team may comprise of different personalities with different sets of skills and behaviours. But this need not be the case. Both homogeneous teams (teams populated with similar types of people) and heterogeneous teams (teams with a mixture of behavioural styles) can be equally effective, depending on the purpose of the team.

Whatever the balance of the individuals that form the team, a successful team will need to adapt and adjust to provide a balance of qualities which may at first appear mutually exclusive. The team will need to combine a disciplined approach to the task with an ability to deal appropriately with people's feelings. They will need to balance a strong vision with clear roles and responsibilities.

In fact an effective team will be a team which combines sixteen different yet intrinsically linked elements to the benefit of the team as a whole, the individuals who work in it, and the task that they are striving to achieve.

These sixteen elements are evenly spread around the Insights wheel, two allocated to each of the eight Insights types. Whilst each element does not belong exclusively to one type, it provides further evidence that all Insights types are equal and add value in their own unique way.

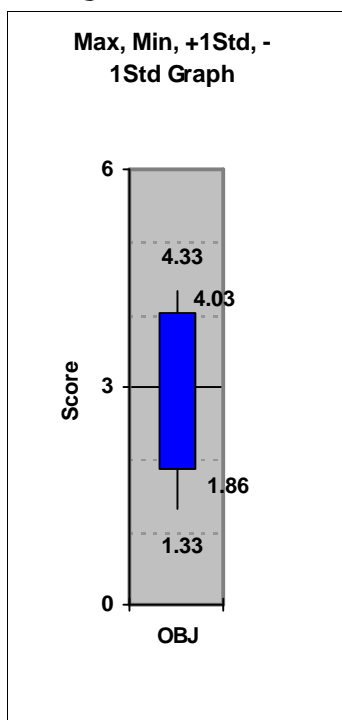
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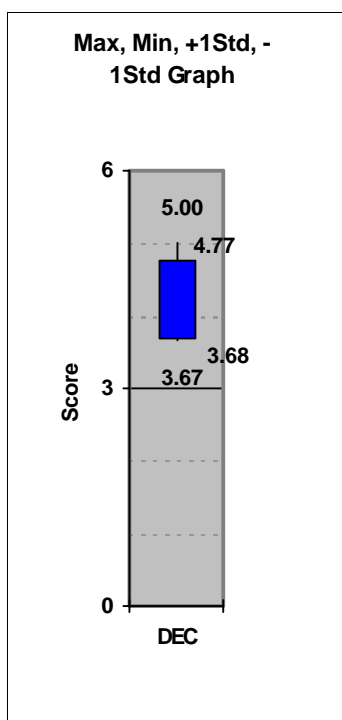
Objectives



Average: 2.94 **StD Dev:** 1.08
Maximum: 4.33 **Plus 1 StD:** 4.03
Minimum: 1.33 **Minus 1 StD** 1.86
Median: 2.67 **Skew:** -0.10
Mode: 2.67

<u>Questions Relating to Topic</u>	<u>Score</u>
4 The objectives of the team are understood and committed to by all.	3.67
16 The team regularly reviews its performance against its objectives .	2.50
29 Team objectives are SMART (specific, measurable, achievable, realistic and timebound).	2.67

Decision Making



Average: 4.22 **StD Dev:** 0.54
Maximum: 5.00 **Plus 1 StD:** 4.77
Minimum: 3.67 **Minus 1 StD** 3.68
Median: 4.33 **Skew:** 0.03
Mode: 3.67

<u>Questions Relating to Topic</u>	<u>Score</u>
15 Appropriate people are consulted and involved when making decisions.	3.67
22 Consensus is reached on most issues in the team.	4.33
36 Differences of opinions are used to improve the quality of decisions.	4.67

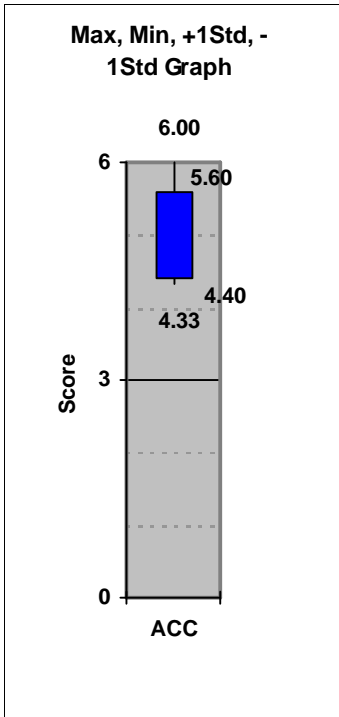
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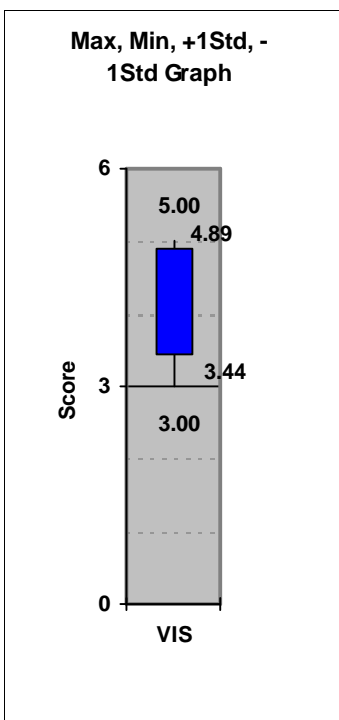
Accountability & Commitment



Average: 5.00 **StD Dev:** 0.60
Maximum: 6.00 **Plus 1 StD:** 5.60
Minimum: 4.33 **Minus 1 StD** 4.40
Median: 5.00 **Skew:** 0.00
Mode: 4.67

<u>Questions Relating to Topic</u>	<u>Score</u>
19 Individuals are committed to the success of the team.	5.83
26 Responsibility is accepted within the team.	4.83
27 The team take collective ownership of issues.	4.33

Vision



Average: 4.17 **StD Dev:** 0.72
Maximum: 5.00 **Plus 1 StD:** 4.89
Minimum: 3.00 **Minus 1 StD** 3.44
Median: 4.33 **Skew:** 0.04
Mode: 4.33

<u>Questions Relating to Topic</u>	<u>Score</u>
14 All team members know where the team is heading.	3.17
23 There is a clear sense of purpose and direction.	4.17
33 The team have a challenging and exciting vision.	5.17

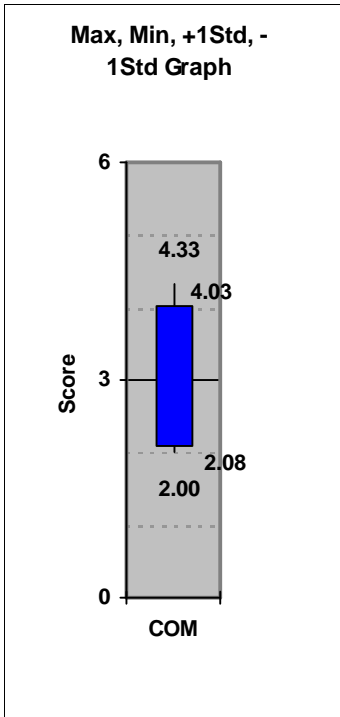
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Communication

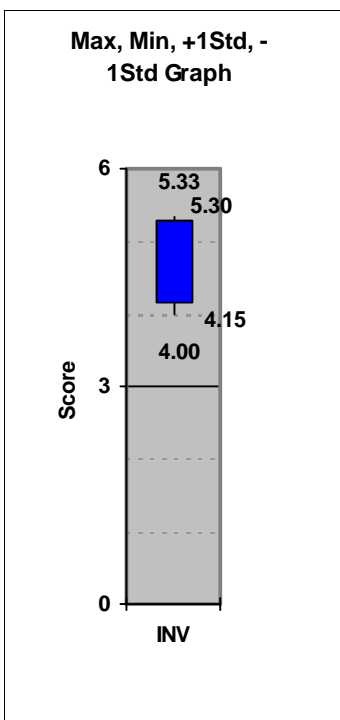


Average: 3.06 **StD Dev:** 0.98
Maximum: 4.33 **Plus 1 StD:** 4.03
Minimum: 2.00 **Minus 1 StD:** 2.08
Median: 3.67 **Skew:** 0.17
Mode: 2.00

Questions Relating to Topic

	<u>Score</u>
14 All team members know where the team is heading.	3.17
30 Communication is both relevant and timely.	2.83
32 Effective communication takes place at all levels.	3.17

Involvement



Average: 4.72 **StD Dev:** 0.57
Maximum: 5.33 **Plus 1 StD:** 5.30
Minimum: 4.00 **Minus 1 StD:** 4.15
Median: 5.00 **Skew:** 0.06
Mode: 4.33

Questions Relating to Topic

	<u>Score</u>
10 All team members are involved in achieving results.	4.33
18 Participation is actively encouraged.	5.17
28 Individuals are generally interested and involved in team affairs.	4.67

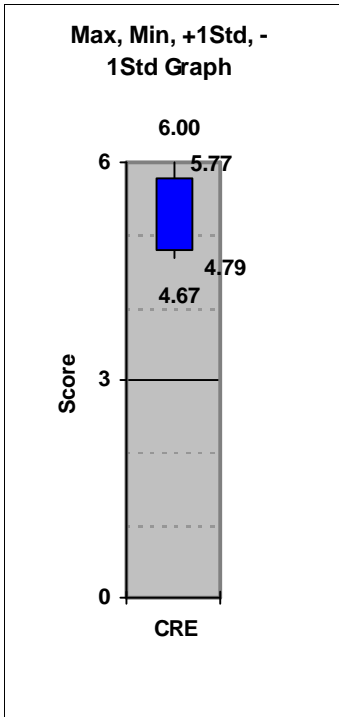
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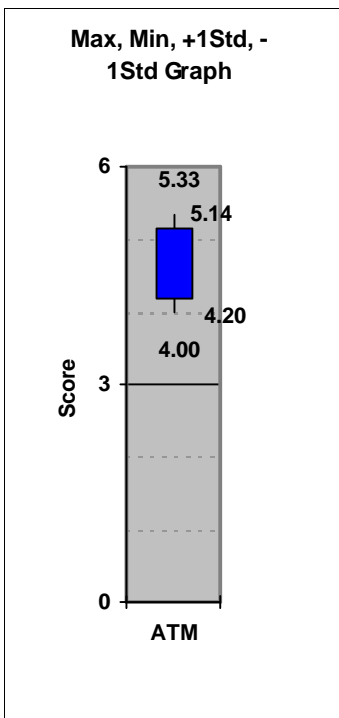
Creativity



Average: 5.28 **StD Dev:** 0.49
Maximum: 6.00 **Plus 1 StD:** 5.77
Minimum: 4.67 **Minus 1 StD** 4.79
Median: 5.33 **Skew:** 0.01
Mode: 5.00

<u>Questions Relating to Topic</u>	<u>Score</u>
6 Creativity and innovation are encouraged.	5.33
7 The team is receptive to new ideas and suggestions from team members.	5.00
38 The focus on the team is on improvement. Change is welcomed.	5.50

Atmosphere



Average: 4.67 **StD Dev:** 0.47
Maximum: 5.33 **Plus 1 StD:** 5.14
Minimum: 4.00 **Minus 1 StD** 4.20
Median: 4.67 **Skew:** 0.00
Mode: 4.67

<u>Questions Relating to Topic</u>	<u>Score</u>
3 There is a good working atmosphere.	4.67
12 Team spirit is high.	4.67
28 Individuals are generally interested and involved in team affairs.	4.67

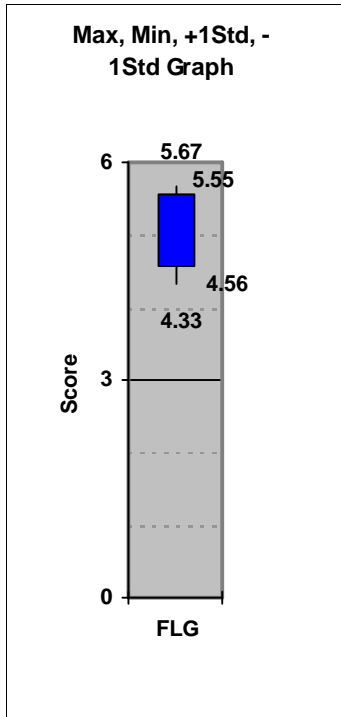
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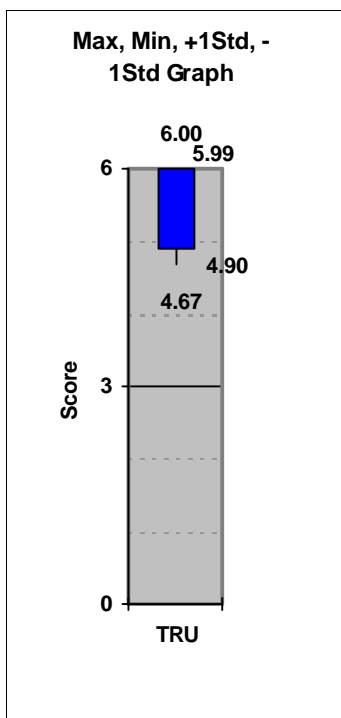
Feelings



Average: 5.06 **StD Dev:** 0.49
Maximum: 5.67 **Plus 1 StD:** 5.55
Minimum: 4.33 **Minus 1 StD:** 4.56
Median: 5.33 **Skew:** 0.05
Mode: 5.33

<u>Questions Relating to Topic</u>	<u>Score</u>
20 Feelings are freely expressed without fear.	5.50
21 Individuals are sensitive to others needs or concerns.	4.67
31 Empathy and understanding are prevalent.	5.00

Trust



Average: 5.44 **StD Dev:** 0.54
Maximum: 6.00 **Plus 1 StD:** 5.99
Minimum: 4.67 **Minus 1 StD:** 4.90
Median: 5.67 **Skew:** 0.04
Mode: 4.67

<u>Questions Relating to Topic</u>	<u>Score</u>
9 There is an open exchange of views.	5.33
20 Feelings are freely expressed without fear.	5.50
25 Individuals trust each other.	5.50

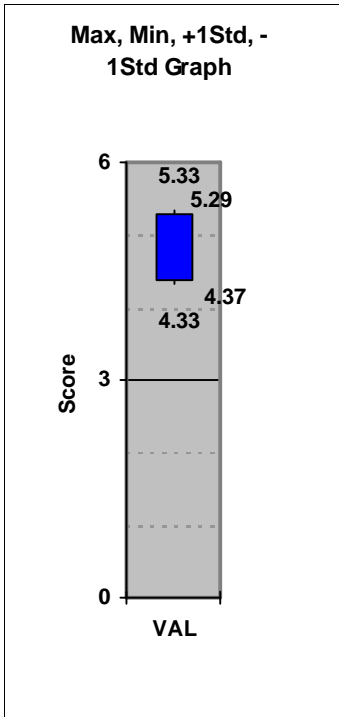
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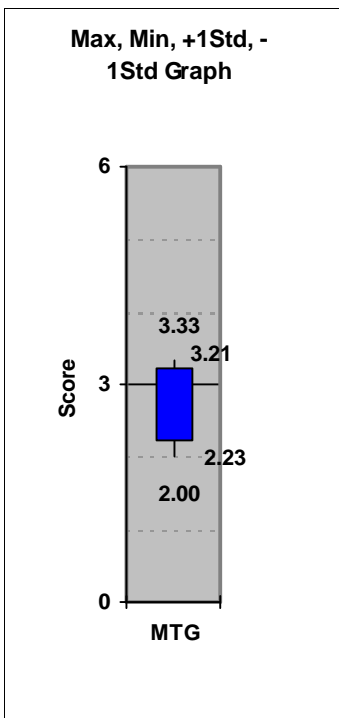
Valuing Differences



Average: 4.83 **StD Dev:** 0.46
Maximum: 5.33 **Plus 1 StD:** 5.29
Minimum: 4.33 **Minus 1 StD:** 4.37
Median: 5.00 **Skew:** 0.03
Mode: 4.33

<u>Questions Relating to Topic</u>	<u>Score</u>
1 All team members are treated as equals.	4.67
36 Differences of opinions are used to improve the quality of decisions.	4.67
40 Different styles and personalities are valued.	5.17

Meetings



Average: 2.72 **StD Dev:** 0.49
Maximum: 3.33 **Plus 1 StD:** 3.21
Minimum: 2.00 **Minus 1 StD:** 2.23
Median: 3.00 **Skew:** 0.09
Mode: 3.00

<u>Questions Relating to Topic</u>	<u>Score</u>
8 The team adopt a disciplined approach to their work .	2.83
13 Meetings are well planned and prepared for.	2.50
34 Meetings produce outcomes and actions.	2.83

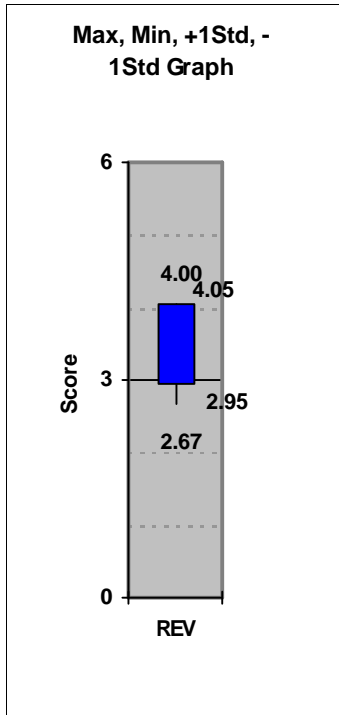
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Review of Process

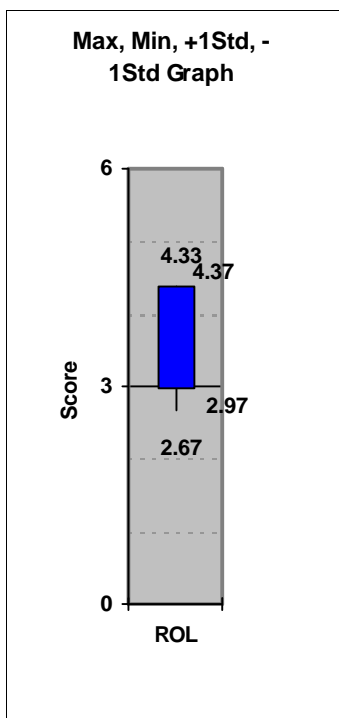


Average: 3.50 **StD Dev:** 0.55
Maximum: 4.00 **Plus 1 StD:** 4.05
Minimum: 2.67 **Minus 1 StD:** 2.95
Median: 3.67 **Skew:** 0.05
Mode: 3.67

Questions Relating to Topic

	<u>Score</u>
16 The team regularly reviews its performance against its objectives .	2.50
35 The team continuously seeks to improve its processes.	5.00
37 All individuals are involved in reviewing performance.	3.00

Roles & Responsibilities



Average: 3.67 **StD Dev:** 0.70
Maximum: 4.33 **Plus 1 StD:** 4.37
Minimum: 2.67 **Minus 1 StD:** 2.97
Median: 4.00 **Skew:** 0.08
Mode: 2.67

Questions Relating to Topic

	<u>Score</u>
2 All team members know how and where they add value.	4.00
11 Roles and responsibilities are clearly defined and understood.	3.17
39 All individuals are aware of their role within the team.	3.83

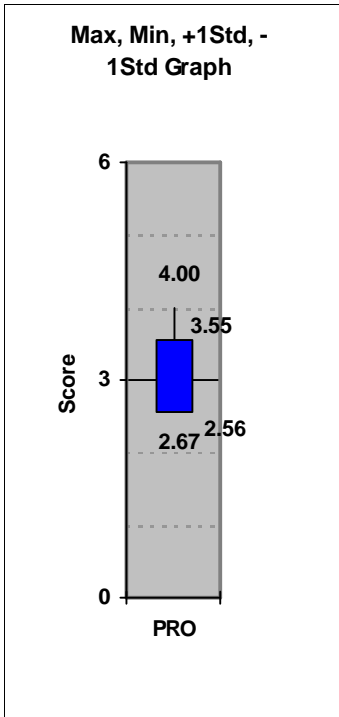
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Problem Solving

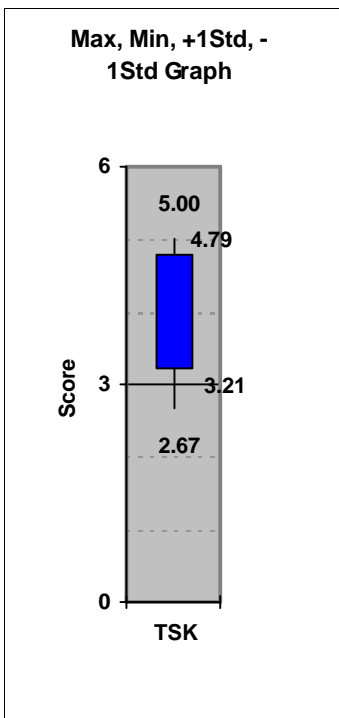


Average: 3.06 **StD Dev:** 0.49
Maximum: 4.00 **Plus 1 StD:** 3.55
Minimum: 2.67 **Minus 1 StD:** 2.56
Median: 3.00 **Skew:** -0.02
Mode: 3.00

Questions Relating to Topic

	<u>Score</u>
5 Causes of problems are clearly identified before solutions are implemented.	3.00
17 Alternative solutions are considered before agreeing actions.	3.17
24 Tools and techniques are used by the team when problem solving.	3.00

Approach to Tasks



Average: 4.00 **StD Dev:** 0.79
Maximum: 5.00 **Plus 1 StD:** 4.79
Minimum: 2.67 **Minus 1 StD:** 3.21
Median: 4.33 **Skew:** 0.08
Mode: 4.33

Questions Relating to Topic

	<u>Score</u>
8 The team adopt a disciplined approach to their work .	2.83
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26 Responsibility is accepted within the team.	4.83

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Key:	OBJ Objectives	DEC Decision Making	ACC Accountability & Commitm
	VIS Vision	COM Communication	INV Involvement
	CRE Creativity	ATM Atmosphere	FLG Feelings
	TRU Trust	VAL Valuing Differences	MTG Meetings
	REV Review of Process	ROL Roles & Responsibilities	PRO Problem Solving
	TSK Approach to Tasks		

Individual Response Scores:

ID	Name	OBJ	DEC	ACC	VIS	COM	INV	CRE	ATM	FLG	TRU	VAL	MTG	REV	ROL	PRO	TSK
1		1.33	3.67	5.00	3.67	2.00	5.33	6.00	4.00	5.33	5.33	5.33	3.00	2.67	2.67	2.67	4.33
2		4.33	5.00	6.00	4.67	2.67	5.33	5.67	5.33	5.33	6.00	5.00	3.33	4.00	4.33	4.00	5.00
3		2.67	3.67	4.33	4.33	3.67	4.00	5.00	4.67	5.00	5.00	4.67	2.00	3.67	3.67	3.00	2.67
4		2.67	4.67	4.67	4.33	4.33	4.33	4.67	4.67	5.67	5.67	5.33	2.67	3.67	4.00	3.00	3.67
5		2.67	4.00	4.67	3.00	2.00	4.33	5.00	5.00	4.33	4.67	4.33	2.33	3.00	3.00	3.00	4.00
6		4.00	4.33	5.33	5.00	3.67	5.00	5.33	4.33	4.67	6.00	4.33	3.00	4.00	4.33	2.67	4.33

Team Aggregate Scores:

	OBJ	DEC	ACC	VIS	COM	INV	CRE	ATM	FLG	TRU	VAL	MTG	REV	ROL	PRO	TSK
Average	2.94	4.22	5.00	4.17	3.06	4.72	5.28	4.67	5.06	5.44	4.83	2.72	3.50	3.67	3.06	4.00
Maximum	4.33	5.00	6.00	5.00	4.33	5.33	6.00	5.33	5.67	6.00	5.33	3.33	4.00	4.33	4.00	5.00
Minimum	1.33	3.67	4.33	3.00	2.00	4.00	4.67	4.00	4.33	4.67	4.33	2.00	2.67	2.67	2.67	2.67
STD Dev	1.08	0.54	0.60	0.72	0.98	0.57	0.49	0.47	0.49	0.54	0.46	0.49	0.55	0.70	0.49	0.79
+1 STD	4.03	4.77	5.60	4.89	4.03	5.30	5.77	5.14	5.55	5.99	5.29	3.21	4.05	4.37	3.55	4.79
-1 STD	1.86	3.68	4.40	3.44	2.08	4.15	4.79	4.20	4.56	4.90	4.37	2.23	2.95	2.97	2.56	3.21
Median	2.67	4.33	5.00	4.33	3.67	5.00	5.33	4.67	5.33	5.67	5.00	3.00	3.67	4.00	3.00	4.33
Mode	2.67	3.67	4.67	4.33	2.00	4.33	5.00	4.67	5.33	4.67	4.33	3.00	3.67	2.67	3.00	4.33
Skew	-0.10	0.03	0.00	0.04	0.17	0.06	0.01	0.00	0.05	0.04	0.03	0.09	0.05	0.08	-0.02	0.08

Ranking: 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16
 Average: TRU CRE FLG ACC VAL INV ATM DEC VIS TSK ROL REV PRO COM OBJ MTG