
Insights

Team Effectiveness

Team: Anyteam
Department: Sample
Company: Insights

Date: 02-May-00
Facilitator(s) Mike Jones



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Participant'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.

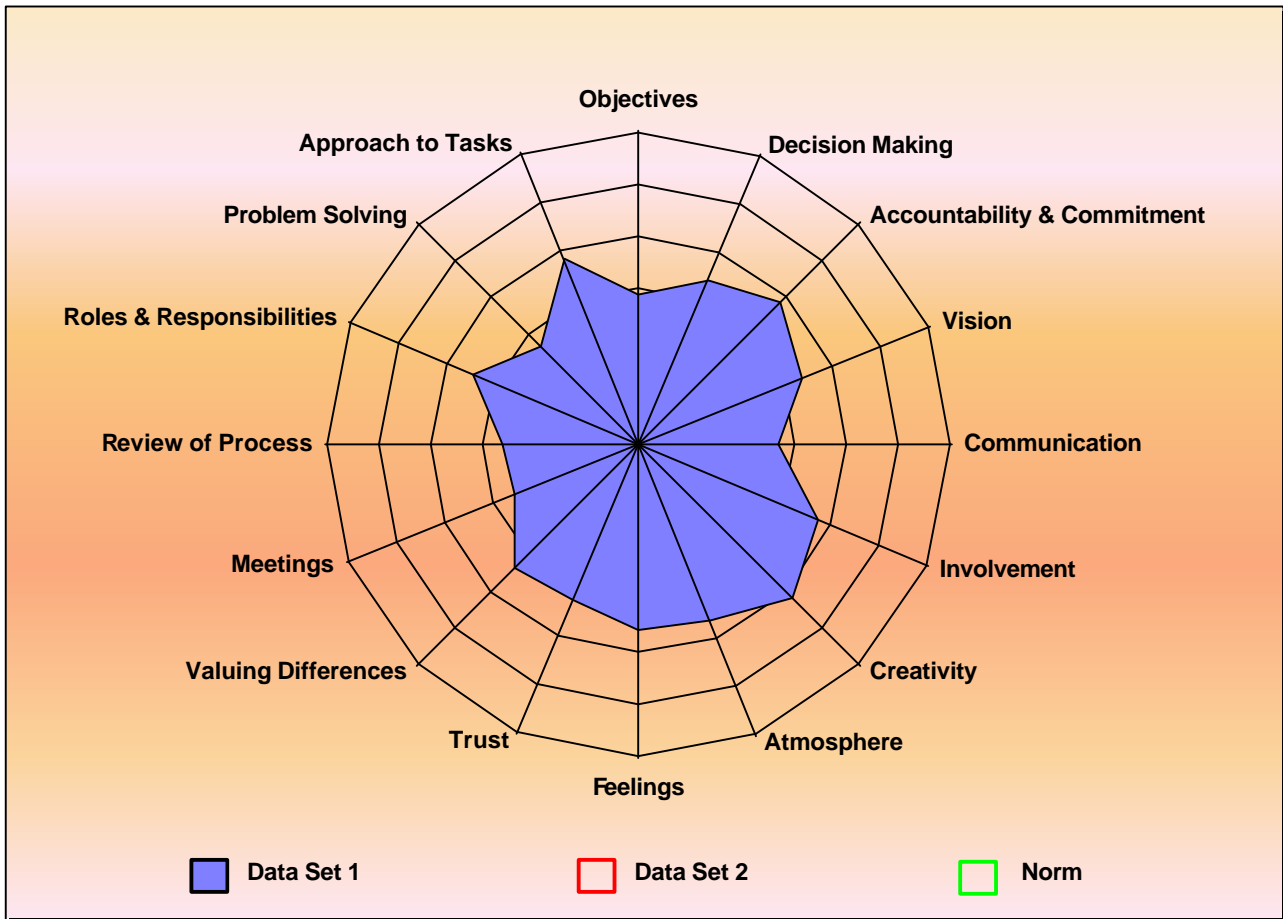
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Radar Graph



Key Factors	Lowest Scores	Highest Scores
	MTG Meetings	CRE Creativity
	REV Review of Process	ACC Accountability & Commitment
	COM Communication	TSK Approach to Tasks

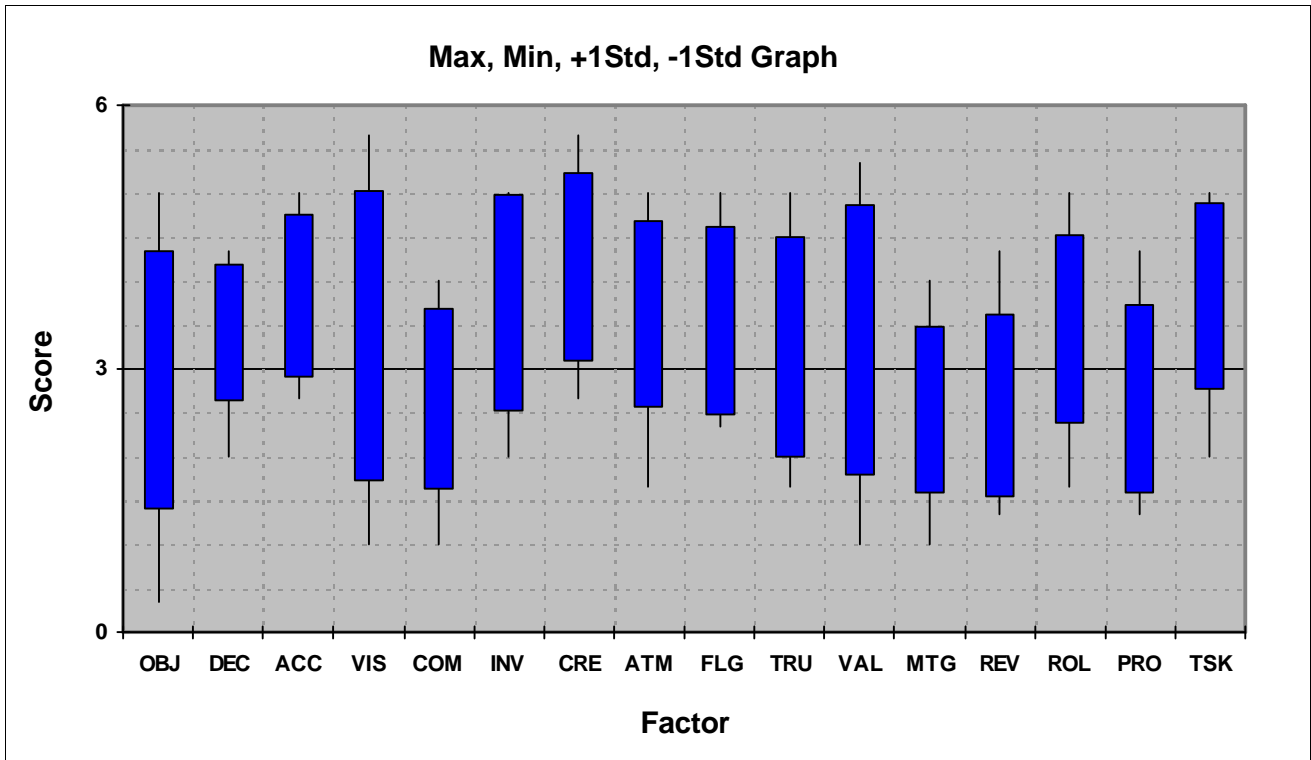
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Standard Deviation Graph



Rank	Abbreviation	Topic	Data Set 1	Data Set 2	Diff	Norm
1	CRE	Creativity	4.17			
2	ACC	Accountability & Commitment	3.83			
3	TSK	Approach to Tasks	3.83			
4	INV	Involvement	3.75			
5	ATM	Atmosphere	3.63			
6	FLG	Feelings	3.54			
7	ROL	Roles & Responsibilities	3.46			
8	DEC	Decision Making	3.42			
9	VIS	Vision	3.38			
10	VAL	Valuing Differences	3.33			
11	TRU	Trust	3.25			
12	OBJ	Objectives	2.88			
13	COM	Communication	2.67			
14	PRO	Problem Solving	2.67			
15	REV	Review of Process	2.58			
16	MTG	Meetings	2.54			

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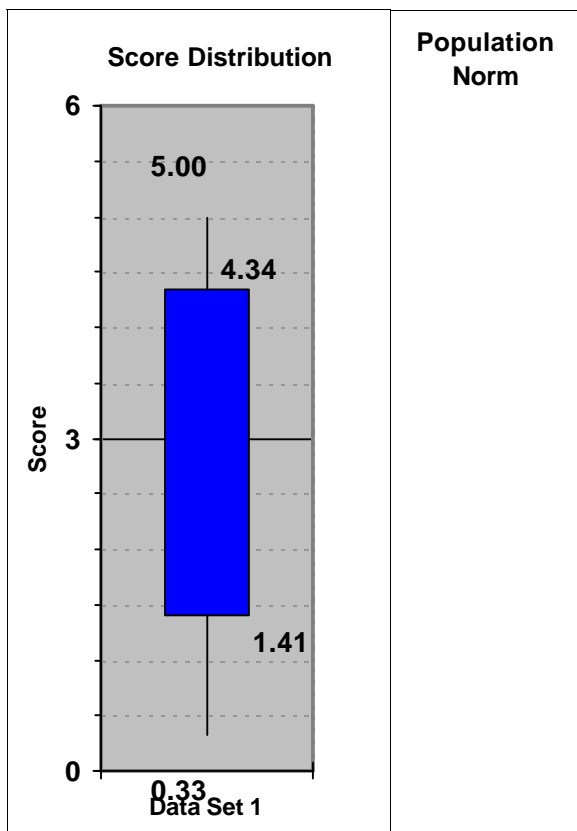


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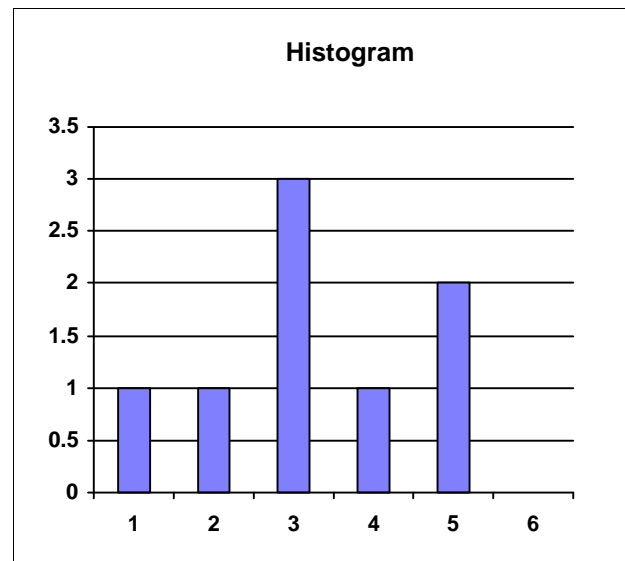
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Objectives

- The objectives of the team are understood and committed to by all.
- The team regularly reviews its performance against its objectives .
- Team objectives are SMART (specific, measurable, achievable, realistic and timebound).



	Data Set 1	Data Set 2	Norm
Average:	2.88		
Maximum:	5.00		
Minimum:	0.33		



"The best way to predict the future is to create it."

Unknown

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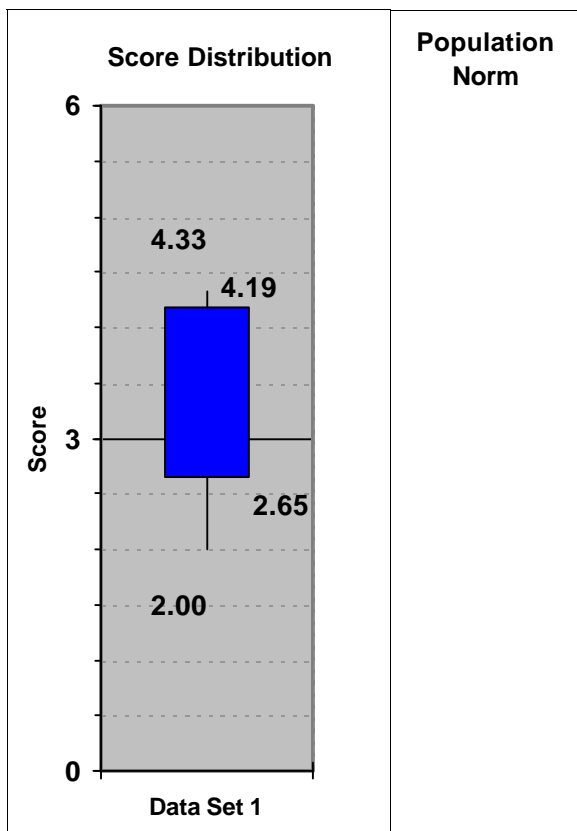


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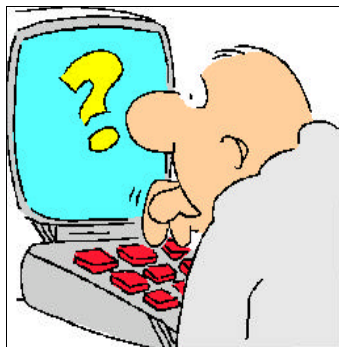
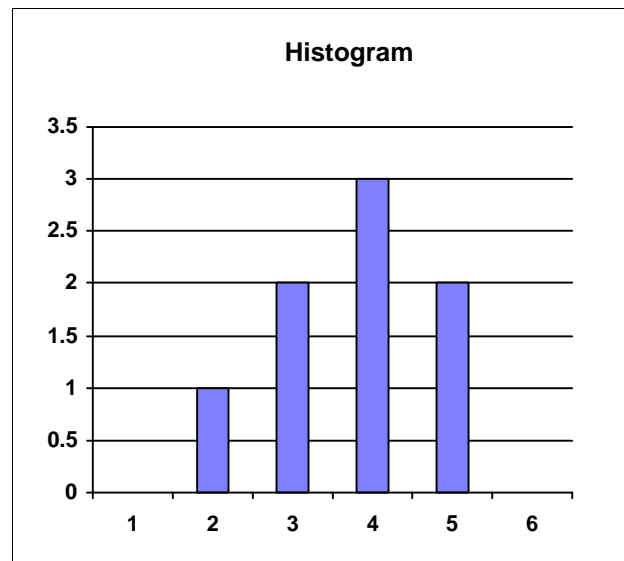
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Decision Making

- Appropriate people are consulted and involved when making decisions.
- Consensus is reached on most issues in the team.
- Differences of opinions are used to improve the quality of decisions.



	<u>Data Set 1</u>	<u>Data Set 2</u>	<u>Norm</u>
Average:	3.42		
Maximum:	4.33		
Minimum:	2.00		



"Would you tell me, please, which way I ought to go from here?"
"That depends a good deal on where you want to go," said the Cat.
"I don't much care where," said Alice.
"Then it doesn't matter which way you go," said the Cat.

Lewis Carroll

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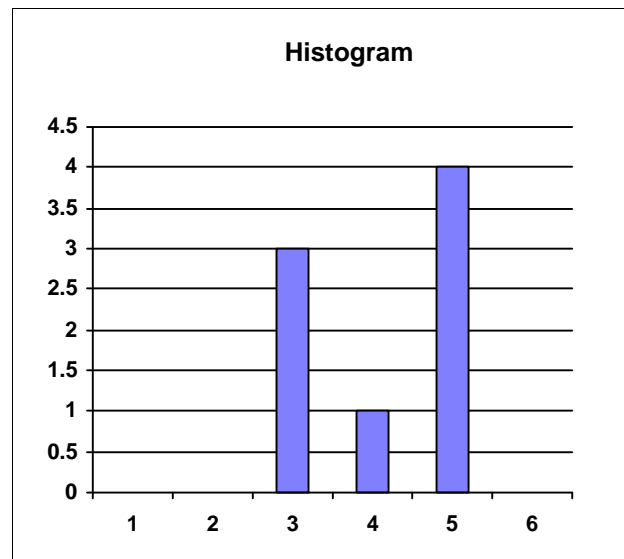
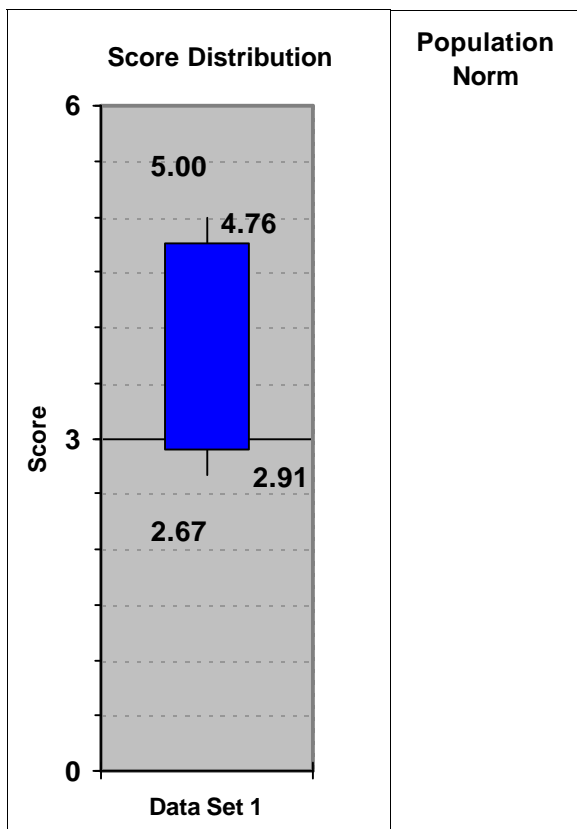


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Accountability & Commitment

- Individuals are committed to the success of the team.
- Responsibility is accepted within the team.
- The team take collective ownership of issues.



"You can buy people's time, you can buy their involvement in work, but you can't buy their enthusiasm, team pride, commitment and loyalty."

Gordon Robey

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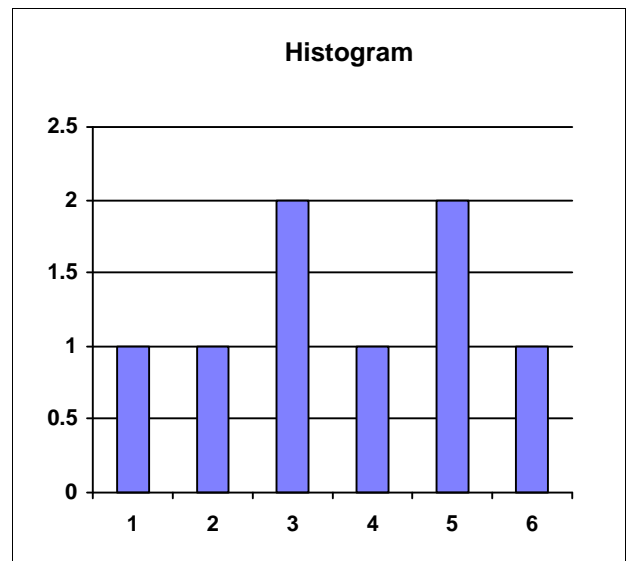
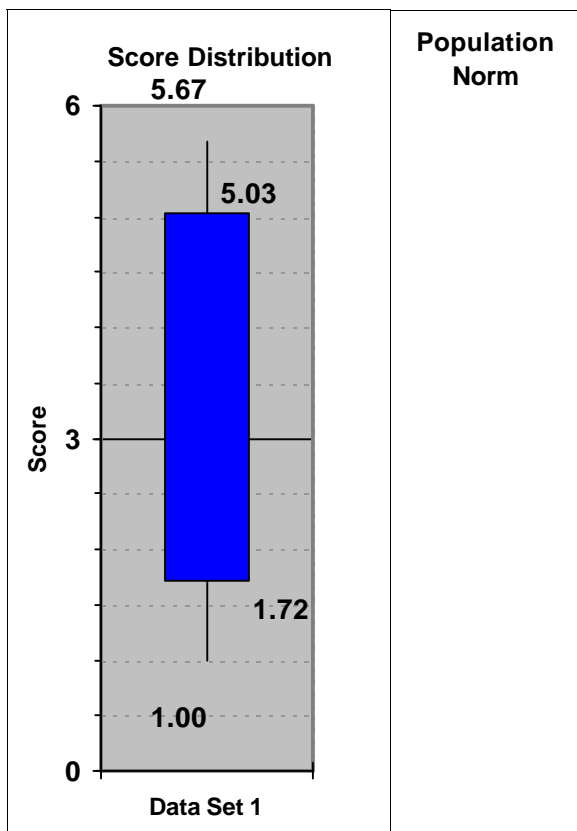


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Vision

- All team members know where the team is heading.
- There is a clear sense of purpose and direction.
- The team have a challenging and exciting vision.



"You see things and you say, 'Why?'"
But I dream things that never were and I say, 'Why not?'"

George Bernard Shaw

Team Effectiveness: Item Report

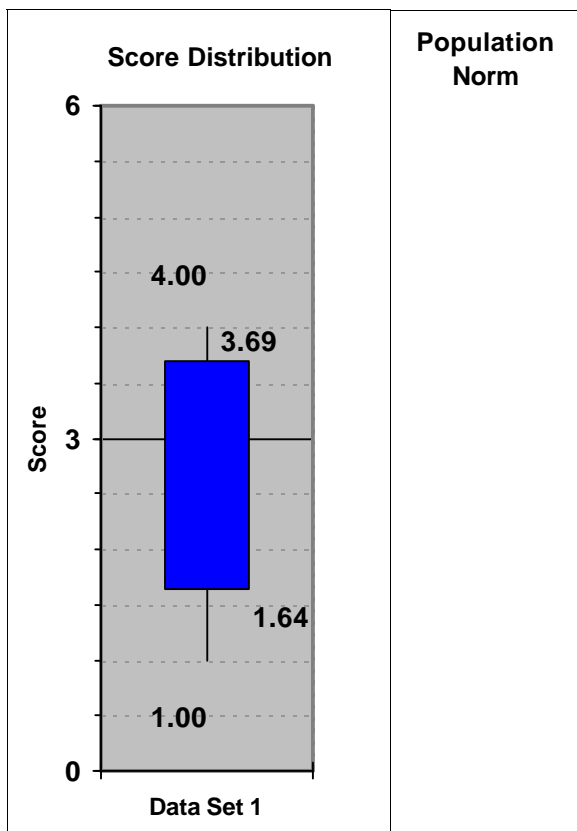


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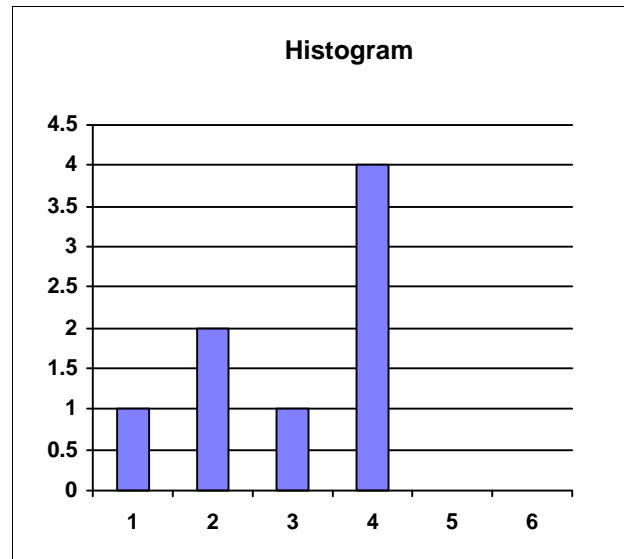
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Communication

- All team members know where the team is heading.
- Communication is both relevant and timely.
- Effective communication takes place at all levels.



	Data Set 1	Data Set 2	Norm
Average:	2.67		
Maximum:	4.00		
Minimum:	1.00		



"Send three and fourpence, we're going to a dance."
 ("Send reinforcements, we're going to advance.")

Unknown

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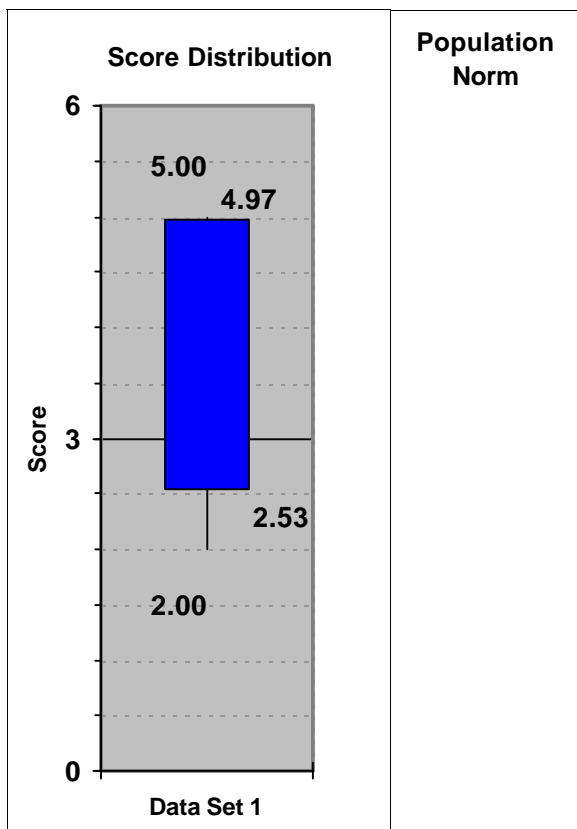


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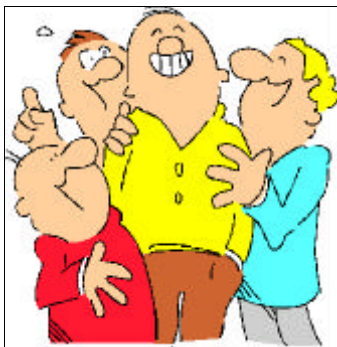
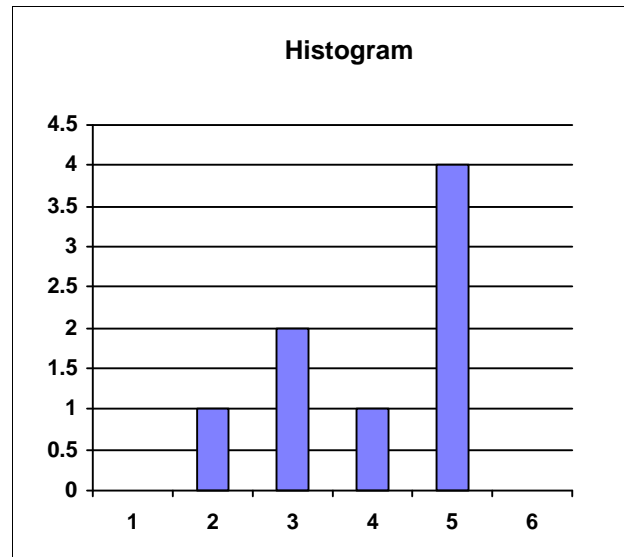
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Involvement

- All team members are involved in achieving results.
- Participation is actively encouraged.
- Individuals are generally interested and involved in team affairs.



	Data Set 1	Data Set 2	Norm
Average:	3.75		
Maximum:	5.00		
Minimum:	2.00		



"In the end, we will remember not the words of our enemies,
but the silence of our friends."

Martin Luther King

Team Effectiveness: Item Report

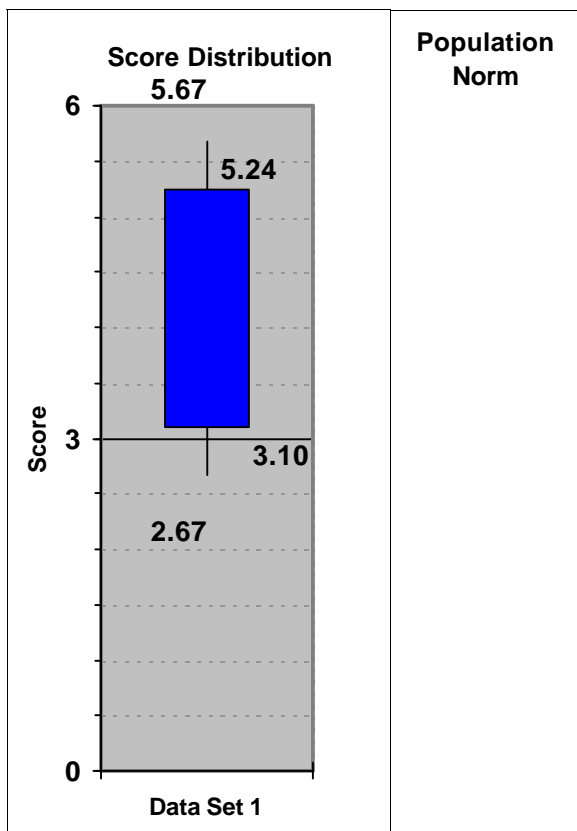


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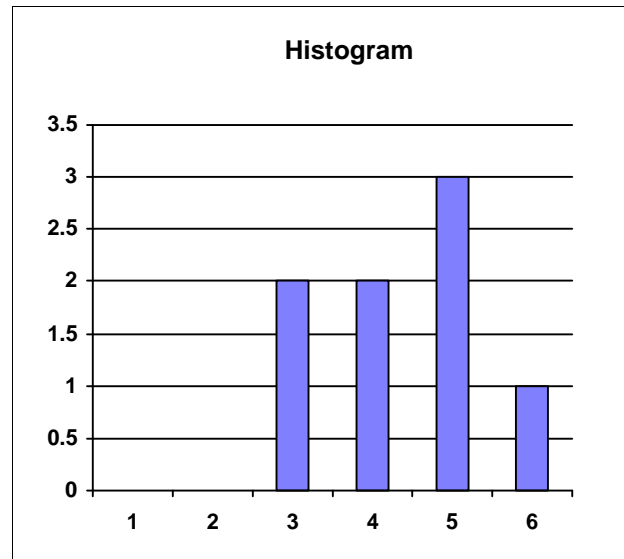
Creativity

- Creativity and innovation are encouraged.
- The team is receptive to new ideas and suggestions from team members.
- The focus on the team is on improvement. Change is welcomed.



Population Norm

	Data Set 1	Data Set 2	Norm
Average:	4.17		
Maximum:	5.67		
Minimum:	2.67		



"A stand can be made against an invasion by an army. No stand can be made against an invasion by an idea."

Victor Hugo

Team Effectiveness: Item Report

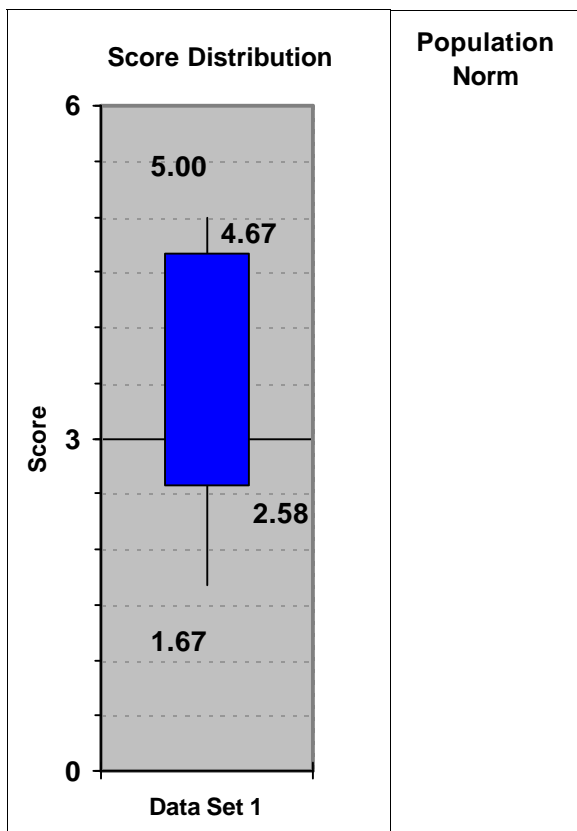


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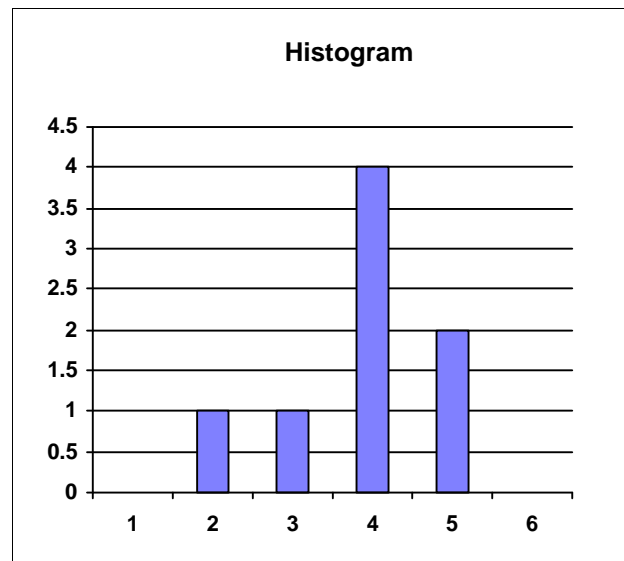
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Atmosphere

- There is a good working atmosphere.
- Team spirit is high.
- Individuals are generally interested and involved in team affairs.



	Data Set 1	Data Set 2	Norm
Average:	3.63		
Maximum:	5.00		
Minimum:	1.67		



"I never did a day's work in my life, it was all fun."

Thomas Alva Edison

Team Effectiveness: Item Report

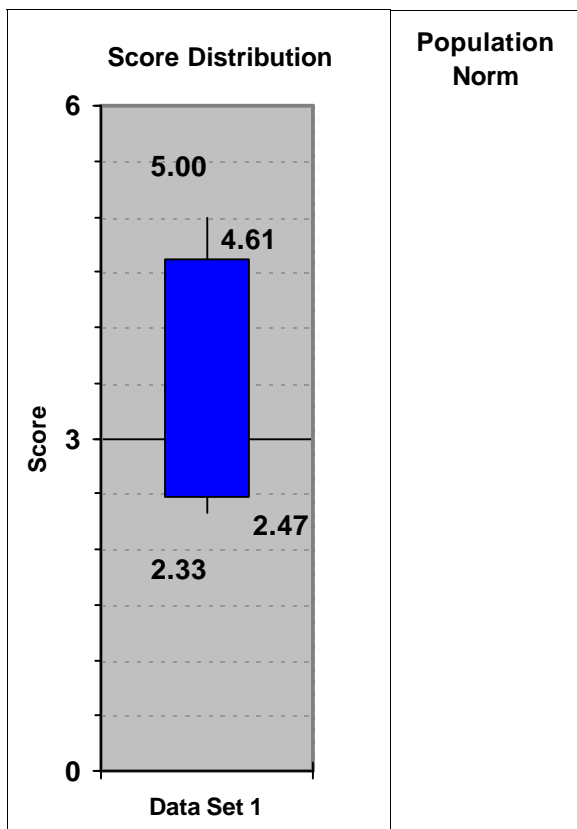


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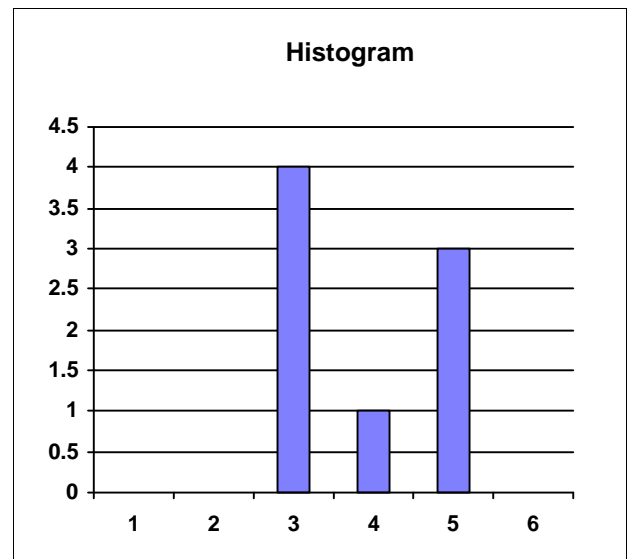
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Feelings

- Feelings are freely expressed without fear.
- Individuals are sensitive to others needs or concerns.
- Empathy and understanding are prevalent.



	Data Set 1	Data Set 2	Norm
Average:	3.54		
Maximum:	5.00		
Minimum:	2.33		



"I disapprove of what you say, but I will defend to death your right to say it."

Voltaire

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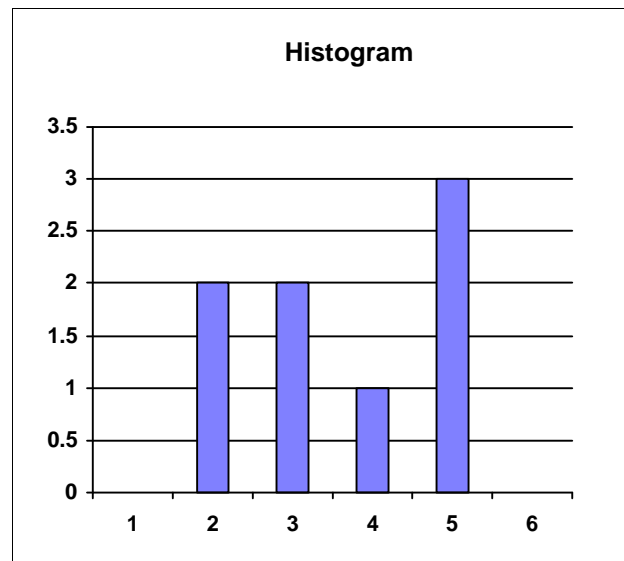
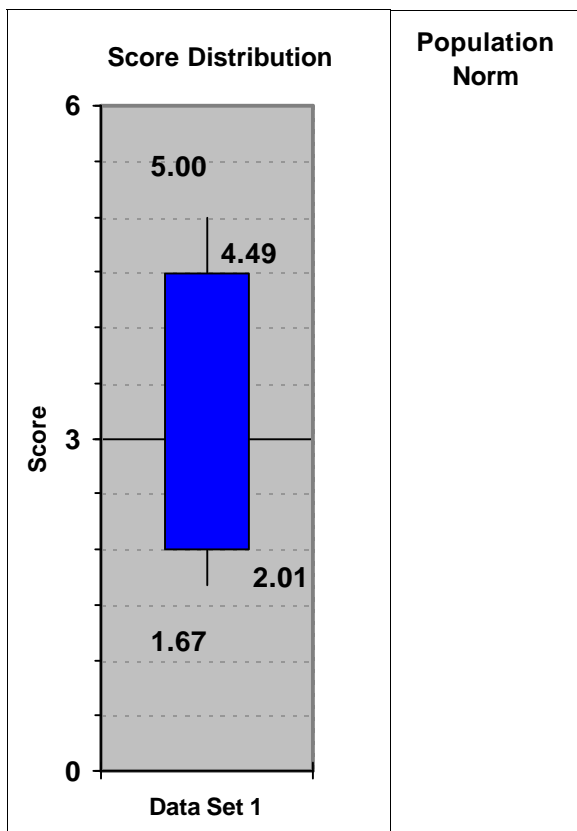


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Trust

- There is an open exchange of views.
- Feelings are freely expressed without fear.
- Individuals trust each other.



"War is based on deception."

Sun Tzu (500 BC)

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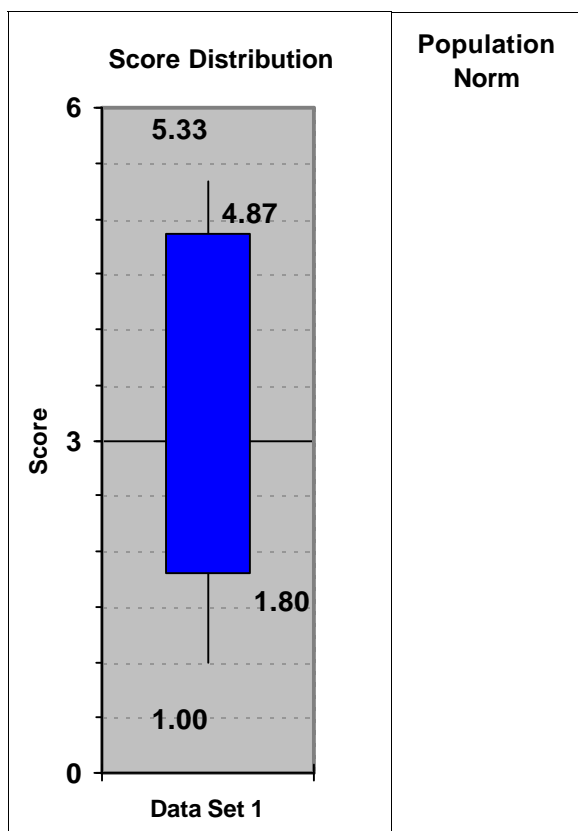


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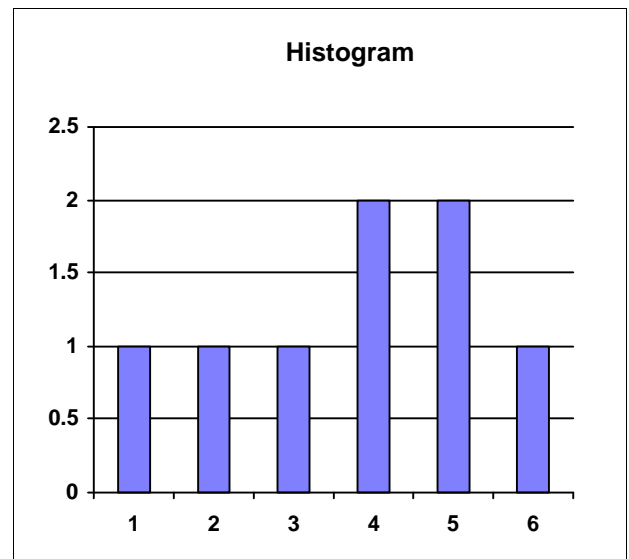
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Valuing Differences

- All team members are treated as equals.
- Differences of opinions are used to improve the quality of decisions.
- Different styles and personalities are valued.



	<u>Data Set 1</u>	<u>Data Set 2</u>	<u>Norm</u>
Average:	3.33		
Maximum:	5.33		
Minimum:	1.00		



"Wisdom never forgets that all things have two sides."

C.G.Jung

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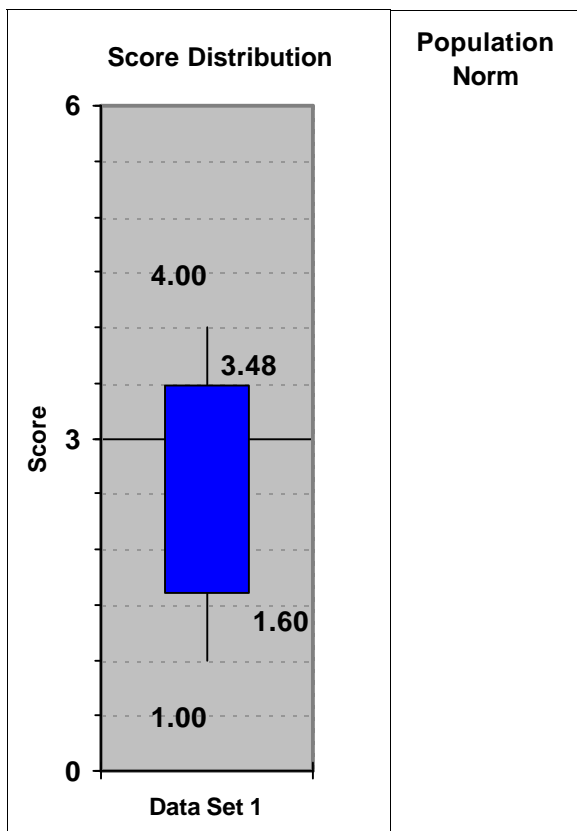


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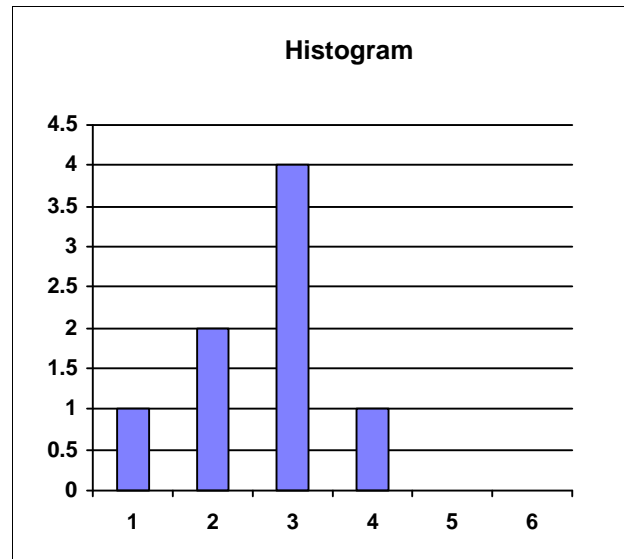
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Meetings

- The team adopt a disciplined approach to their work .
- Meetings are well planned and prepared for.
- Meetings produce outcomes and actions.



	Data Set 1	Data Set 2	Norm
Average:	2.54		
Maximum:	4.00		
Minimum:	1.00		



"A committee is a group that keeps minutes and loses hours."

Milton Berle

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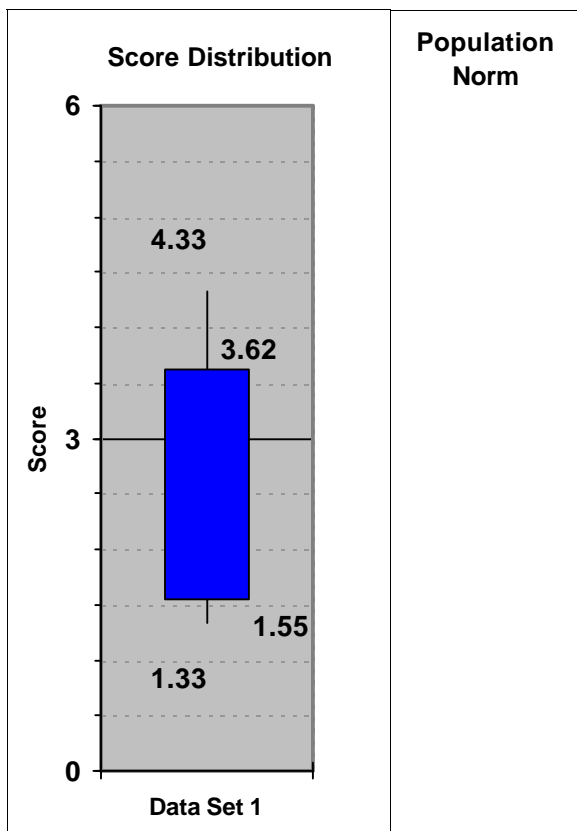


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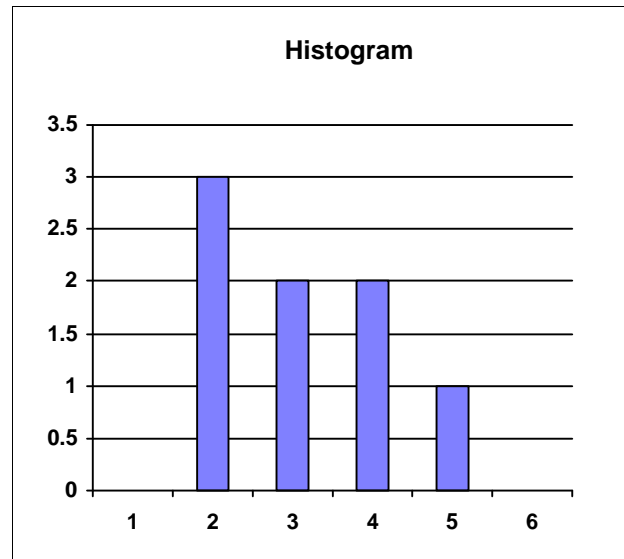
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Review of Process

- The team regularly reviews its performance against its objectives .
- The team continuously seeks to improve its processes.
- All individuals are involved in reviewing performance.



	Data Set 1	Data Set 2	Norm
Average:	2.58		
Maximum:	4.33		
Minimum:	1.33		



"There is no bigger waste of time than doing something perfectly that didn't need to be done at all."

Unknown

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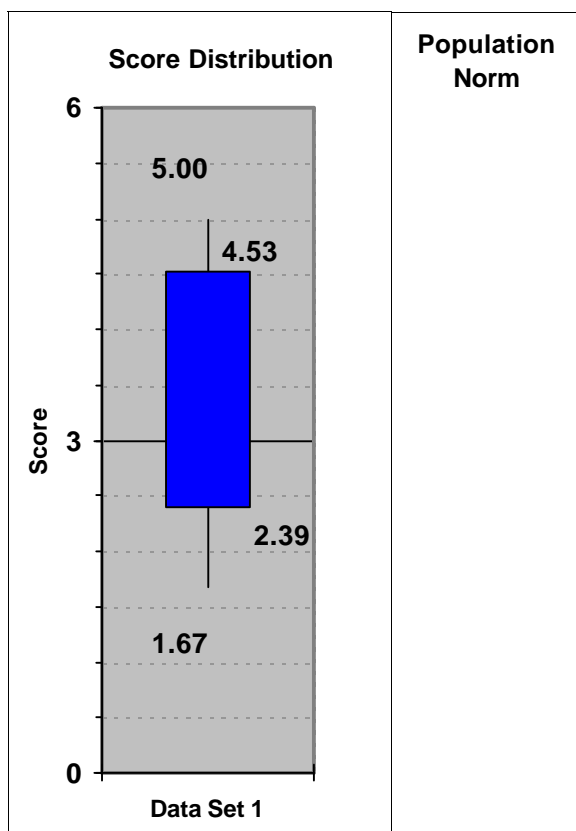


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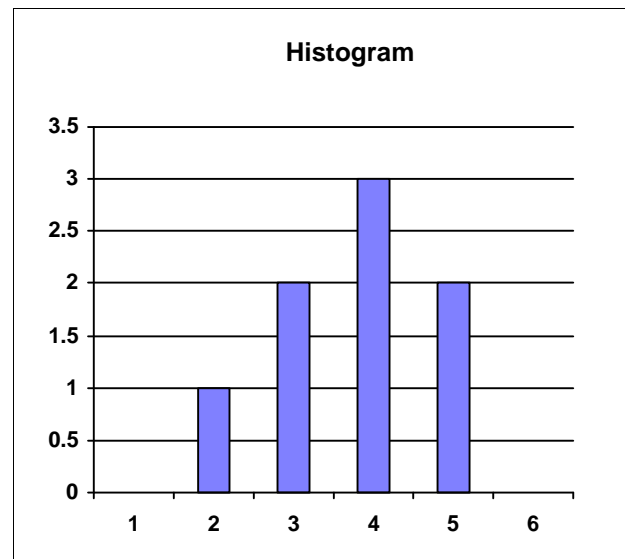
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Roles & Responsibilities

- All team members know how and where they add value.
- Roles and responsibilities are clearly defined and understood.
- All individuals are aware of their role within the team.



	<u>Data Set 1</u>	<u>Data Set 2</u>	<u>Norm</u>
Average:	3.46		
Maximum:	5.00		
Minimum:	1.67		



"Hide not your talents, they for use were made.
What's a sundial in the shade?"

Benjamin Franklin

Team Effectiveness: Item Report

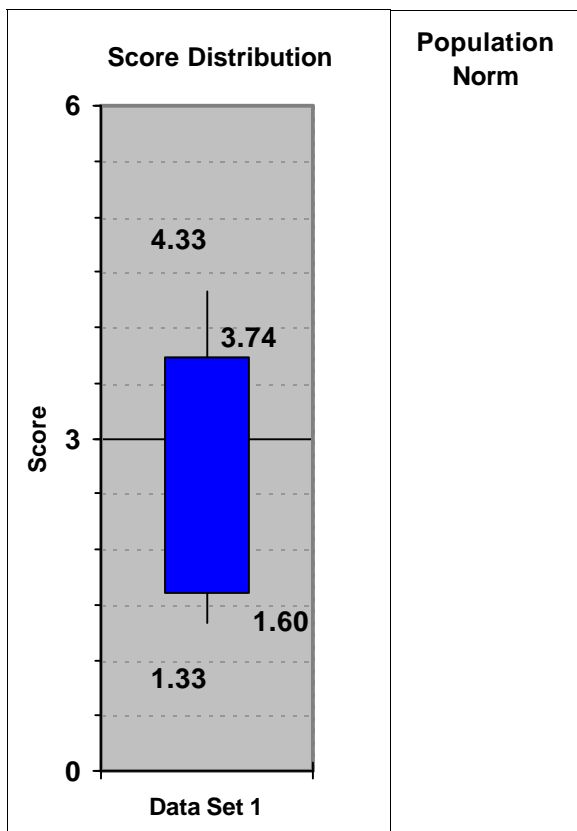


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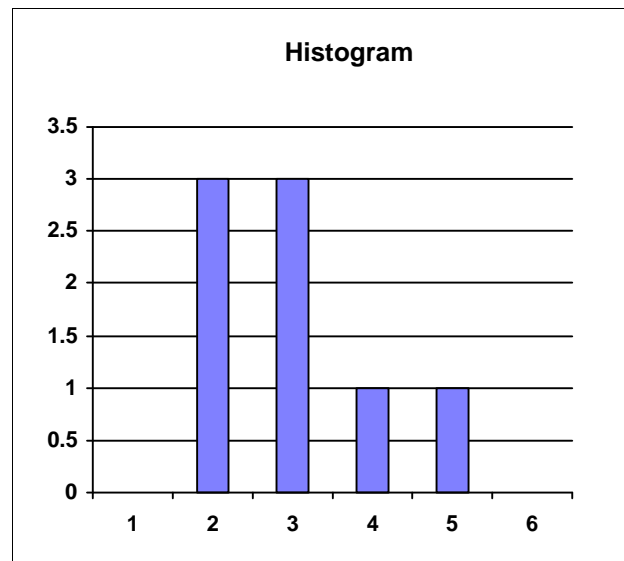
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Problem Solving

- Causes of problems are clearly identified before solutions are implemented.
- Alternative solutions are considered before agreeing actions.
- Tools and techniques are used by the team when problem solving.



	Data Set 1	Data Set 2	Norm
Average:	2.67		
Maximum:	4.33		
Minimum:	1.33		



"I had six honest serving men, they taught me all I knew.
Their names are What and Why and When. And How and Where
and Who."

Rudyard Kipling

Team Effectiveness: Item Report

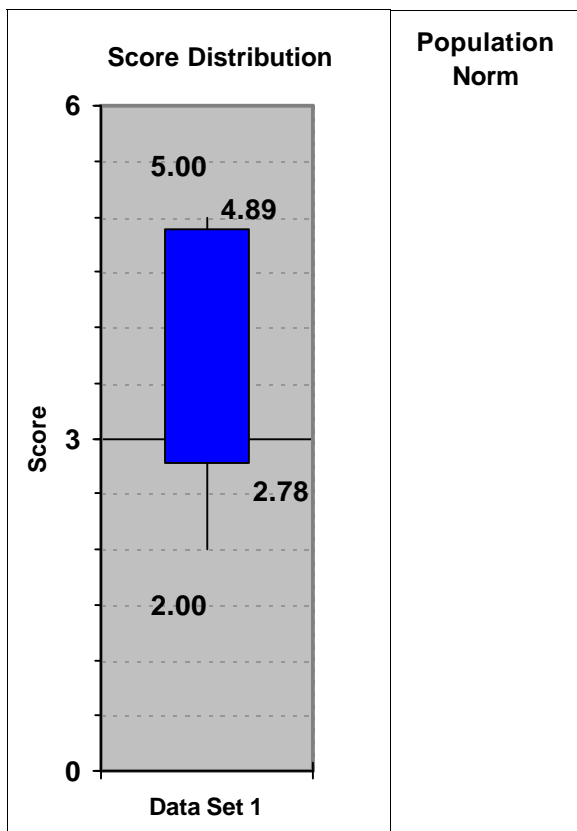


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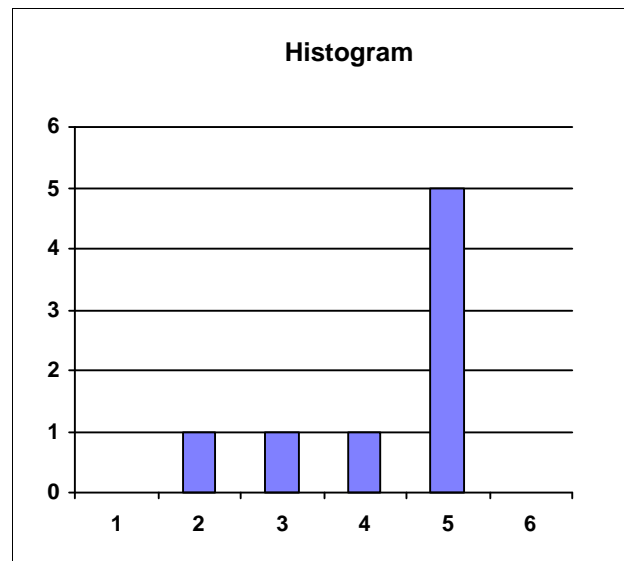
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Approach to Tasks

- The team adopt a disciplined approach to their work .
- All team members are involved in achieving results.
- Responsibility is accepted within the team.



	Data Set 1	Data Set 2	Norm
Average:	3.83		
Maximum:	5.00		
Minimum:	2.00		



"Give us the tools and we will finish the job."

Winston Churchill

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Key:	OBJ Objectives	DEC Decision Making	ACC Accountability & Commitme
	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		3.67	3.67	4.33	4.67	3.33	4.67	5.00	5.00	5.00	5.00	4.33	3.00	3.33	4.33	2.67	4.33
2		2.00	3.00	3.00	1.67	2.00	2.33	3.00	3.33	2.67	2.67	3.33	1.67	1.67	1.67	1.33	2.00
3		0.33	2.00	2.67	1.00	1.00	2.00	3.67	1.67	3.33	2.33	1.67	1.00	1.33	2.67	1.67	3.33
4		4.33	4.33	4.33	5.00	4.00	4.67	5.00	4.00	4.67	4.33	4.67	4.00	4.33	4.00	4.33	5.00
5		2.33	4.33	4.67	2.67	3.33	4.67	4.67	4.00	4.67	4.33	5.33	3.00	2.33	3.67	4.00	4.33
6		3.00	3.00	2.67	2.67	1.67	2.67	2.67	2.67	2.33	2.00	2.33	2.00	1.67	2.67	2.33	2.67
7		2.33	3.33	4.00	3.67	2.67	4.00	3.67	4.00	3.00	3.67	4.00	3.00	2.67	3.67	2.00	4.33
8		5.00	3.67	5.00	5.67	3.33	5.00	5.67	4.33	2.67	1.67	1.00	2.67	3.33	5.00	3.00	4.67

Team Aggregate Scores:

	OBJ	DEC	ACC	VIS	COM	INV	CRE	ATM	FLG	TRU	VAL	MTG	REV	ROL	PRO	TSK
Average	2.88	3.42	3.83	3.38	2.67	3.75	4.17	3.63	3.54	3.25	3.33	2.54	2.58	3.46	2.67	3.83
Maximum	5.00	4.33	5.00	5.67	4.00	5.00	5.67	5.00	5.00	5.00	5.33	4.00	4.33	5.00	4.33	5.00
Minimum	0.33	2.00	2.67	1.00	1.00	2.00	2.67	1.67	2.33	1.67	1.00	1.00	1.33	1.67	1.33	2.00
STD Dev	1.47	0.77	0.93	1.66	1.02	1.22	1.07	1.05	1.07	1.24	1.53	0.94	1.04	1.07	1.07	1.05
+1 STD	4.34	4.19	4.76	5.03	3.69	4.97	5.24	4.67	4.61	4.49	4.87	3.48	3.62	4.53	3.74	4.89
-1 STD	1.41	2.65	2.91	1.72	1.64	2.53	3.10	2.58	2.47	2.01	1.80	1.60	1.55	2.39	1.60	2.78
Median	3.00	3.67	4.33	3.67	3.33	4.67	4.67	4.00	3.33	3.67	4.00	3.00	2.67	3.67	2.67	4.33
Mode	2.33	3.00	2.67	2.67	3.33	4.67	3.67	4.00	2.67	4.33	1.00	3.00	1.67	2.67	1.33	4.33
Skew	0.04	0.07	0.12	0.08	0.20	0.20	0.11	0.09	-0.06	0.11	0.17	0.15	0.03	0.06	0.00	0.12

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