

20/20 Insight

Special Confidential Report

for

My Team

Sample Team Checkup
February 28, 2000

Prepared under license by:
The TEAM Approach

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Interpreting Your Team Checkup

Your Team Checkup report is actually a series of reports designed to help your team review and interpret the feedback.

In each of the reports you are looking at data that was gathered from two perspectives, Team Leader and Team Member as well as two scales, Frequency and Importance. The Frequency scale asked how often the team performs the behavior well and the Importance scale asked how important the behavior is to team effectiveness. Both are 10 point scales with the following "anchors":

- **Frequency** - Never, Seldom, Sometimes, Usually, Almost Always
- **Importance** - Not Important, Minimally Important, Moderately Important, Very Important, Totally Important

Category Summary

The Checkup consists of 35 team behaviors measuring 9 categories of team functioning:

1. Purpose
2. Role Clarity
3. Work Environment
4. Conflict Management
5. Communication
6. Performance
7. Feedback
8. Team Time
9. Problem Solving

The Category Summary presents the feedback as three gap arrows.

The first gap arrow indicates the difference between the average frequency rating and the average importance rating using the numerical scores found to the right of the graph. These scores are the average of all raters for all items in this category. If the gap arrow points to the right, there is a need for improvement in team behavior. If the gap arrow points to the left, the team performance in this area is stronger than needed.

The second gap arrow indicates the same information from the perspective of the Team Leader only and the third gap arrow the perspective of Team Members only.

The percentage numbers above the Average Arrow indicate the percentage of responses for each of the points on the scale. A wide spread indicates a higher dispersion of responses to the items in the category. A smaller spread might indicate stronger agreement among team members on the average rating.

Item Ratings - By Category

Each of the 35 items is presented in a similar fashion as the Category Summary. The first Gap Arrow is the aggregate of all respondents (Team Leader and Team Members); the second is the Team Leader only; and the third the Team Members only.

In this report the team can quickly review all the item ratings and begin to look for trends.

Under each behavior, in parentheses, is the Category the behavior comes from. The distribution above the Average Gap Arrow shows the number of respondents for each scale point. Once again, a tighter distribution indicates higher agreement on the score and the direction of the Gap Arrow points to higher need for improvement (to the right) or performance overkill (to the left).

Item Ratings - Relationships/Comments

This report is identical to the previous report but goes a bit further by including all the comments made by the respondents on each item. There is no editing of the comments.

By reviewing the comments, team members can get a better idea of what the numbers really mean. If an item is rated low, there should be some comments to indicate why, and what might be done to correct the situation. If the item is rated high, there should be comments to indicate specific behaviors to be repeated in the future.

Summary Question

One Summary Question was asked of the respondents:

"In your opinion, how could this team become more effective?"

All responses are provided in this report - again unedited.

Highest-Rated Items

The five highest rated items, based on the total average of all responses to the item, are presented here ranked from highest score to lowest score. Again the two perspectives, Team Leader and Team Member, are provided as well as the distribution of responses on the 10-point scale.

Above each item (in parentheses) is the Category the behavior comes from. A review of these might indicate a trend and correlate with a score in the Category Summary.

These are behaviors the team should discuss as they develop action steps to build on strengths.

Lowest-Rated Items

The five lowest rated items, based on the total average of all responses to the item, are presented here ranked from lowest to highest score. Again the two perspectives, Team Leader and Team Member, are provided as well as the distribution of responses on the 10-point scale.

Above each item (in parentheses) is the Category the behavior comes from. A review of these might indicate a trend and correlate with a score in the Category Summary.

These are the behaviors the team should discuss as they develop action steps to improve team performance in the future.

For further information please contact:

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Sample Team Checkup

Category Summary - Frequency/Importance

My Team

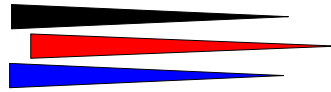
1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

Freq

Imp

1. Purpose

5% 7% 25% 14% 25% 9% 7% 7% 1%



Avg: 5.50

9.11

Ldr: 5.75

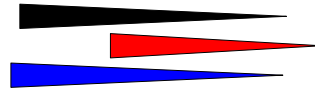
9.75

Mbr: 5.47

9.05

2. Role Clarity

2% 11% 16% 11% 27% 2% 25% 6%



Avg: 5.82

9.30

Ldr: 7.00

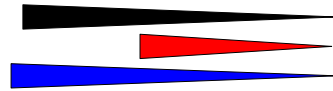
9.75

Mbr: 5.70

9.25

3. Work Environment

8% 8% 17% 18% 8% 18% 6% 8% 5% 4%



Avg: 4.97

9.06

Ldr: 6.50

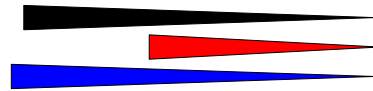
9.00

Mbr: 4.82

9.07

4. Conflict Management

15% 12% 12% 15% 24% 9% 13%



Avg: 4.70

9.27

Ldr: 6.33

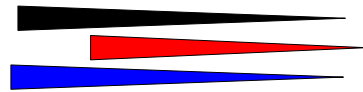
9.33

Mbr: 4.53

9.27

5. Communication

5% 9% 18% 15% 7% 20% 11% 15%



Avg: 4.85

9.13

Ldr: 5.80

9.40

Mbr: 4.76

9.10

6. Performance

5% 7% 13% 22% 5% 18% 11% 19%



Avg: 5.04

9.51

Ldr: 6.40

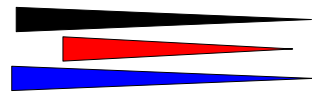
9.40

Mbr: 4.90

9.52

7. Feedback

6% 15% 9% 18% 27% 9% 12% 4%



Avg: 5.39

9.24

Ldr: 6.00

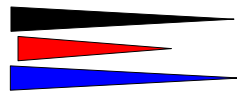
9.00

Mbr: 5.33

9.27

8. Team Time

5% 9% 41% 23% 18% 4%



Avg: 6.41

9.32

Ldr: 6.50

8.50

Mbr: 6.40

9.40

1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

Sample Team Checkup

Category Summary - Frequency/Importance (cont'd.)

My Team

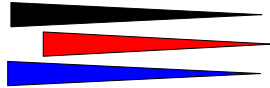
1 2 3 4 5 6 7 8 9 10

Freq

Imp

9. Problem Solving

3% 21% 15% 30% 6% 21% 4%



Avg: 5.91
Ldr: 6.33
Mbr: 5.87

9.18
9.33
9.17

1 2 3 4 5 6 7 8 9 10

Sample Team Checkup

Item Ratings - by Category

My Team

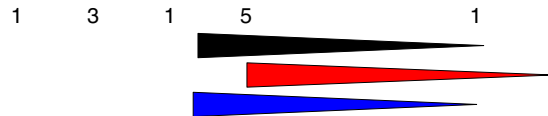
1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

Freq

Imp

1. Team members express understanding of how they contribute to the overall purpose of the organization..

(Purpose)



Avg: 5.36

9.09

Ldr: 6.00

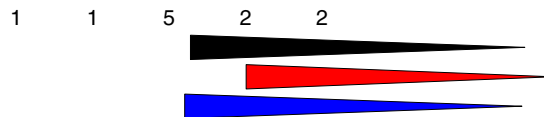
10.00

Mbr: 5.30

9.00

2. Individuals on this team have goals that contribute to the team's accomplishment of objectives.

(Purpose)



Avg: 4.27

8.64

Ldr: 5.00

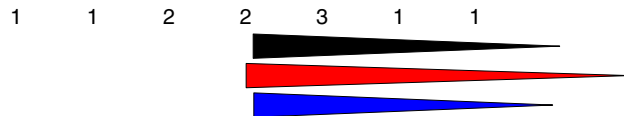
9.00

Mbr: 4.20

8.60

3. A mission statement is referred to when making important team decisions.

(Purpose)



Avg: 5.09

9.09

Ldr: 5.00

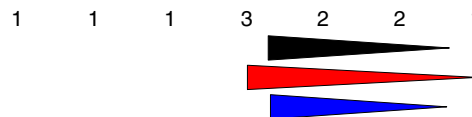
10.00

Mbr: 5.10

9.00

4. Satisfying customers is central to all that we do here.

(Purpose)



Avg: 7.27

9.64

Ldr: 7.00

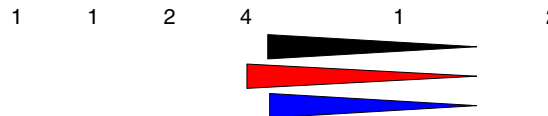
10.00

Mbr: 7.30

9.60

5. People on this team express clear understanding about what they should be doing on the job.

(Role Clarity)



Avg: 6.27

9.00

Ldr: 6.00

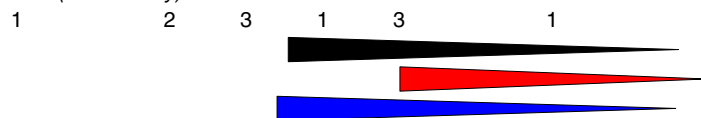
9.00

Mbr: 6.30

9.00

6. Job responsibilities are openly discussed and clarified.

(Role Clarity)



Avg: 4.55

9.64

Ldr: 6.00

10.00

Mbr: 4.40

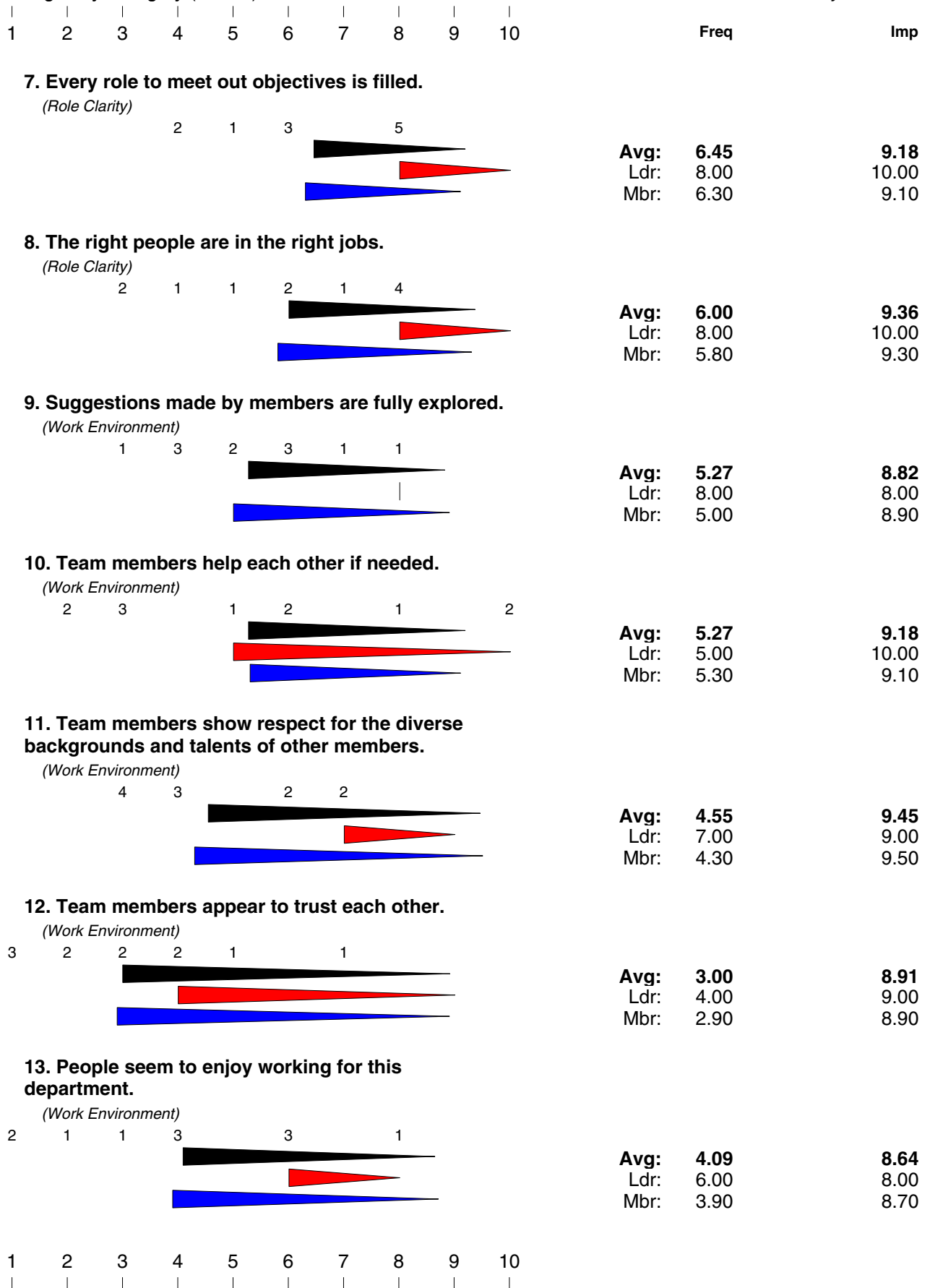
9.60

1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

Sample Team Checkup

Item Ratings - by Category (cont'd.)

My Team



1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

Sample Team Checkup

Item Ratings - by Category (cont'd.)

My Team

1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

Freq

Imp

14. Team members have the work materials they need to do their job.

(Work Environment)

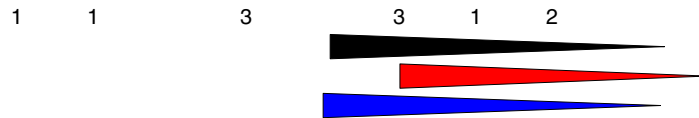


Avg: 7.64
Ldr: 9.00
Mbr: 7.50

9.36
10.00
9.30

15. Team members use consideration and tact when voicing disagreement.

(Conflict Management)

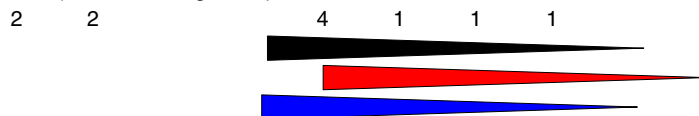


Avg: 5.09
Ldr: 6.00
Mbr: 5.00

9.45
10.00
9.40

16. When in conflict, team members state their own wants and needs clearly and directly with one another.

(Conflict Management)



Avg: 4.27
Ldr: 5.00
Mbr: 4.20

9.18
10.00
9.10

17. Differing points of view are discussed until agreements are reached that make sense to all parties involved.

(Conflict Management)



Avg: 4.73
Ldr: 8.00
Mbr: 4.40

9.18
8.00
9.30

18. Important decisions are based on a variety of view points.

(Communication)

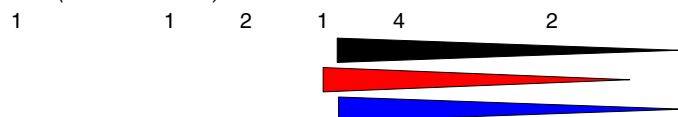


Avg: 4.73
Ldr: 7.00
Mbr: 4.50

9.00
9.00
9.00

19. Team members share information openly and freely.

(Communication)



Avg: 5.18
Ldr: 5.00
Mbr: 5.20

9.64
9.00
9.70

1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

Sample Team Checkup

Item Ratings - by Category (cont'd.)

My Team

	1	2	3	4	5	6	7	8	9	10	Freq	Imp
20. Individuals keep others informed about their projects and priorities.												
<i>(Communication)</i>												
	1	1	2	3			1	3				
											Avg: 4.36	8.64
											Ldr: 7.00	9.00
											Mbr: 4.10	8.60
21. The team effectively involves everyone in discussions so that a few people do not dominate.												
<i>(Communication)</i>												
	1	3	2		2	1		2				
											Avg: 4.64	9.18
											Ldr: 3.00	10.00
											Mbr: 4.80	9.10
22. Team members use effective methods of communicating changes or important information to both internal and external customers.												
<i>(Communication)</i>												
	1	3				3	2	2				
											Avg: 5.36	9.18
											Ldr: 7.00	10.00
											Mbr: 5.20	9.10
23. Our team reviews it's roles, performance and expectations, as a group.												
<i>(Performance)</i>												
	1	3	4	1	2							
											Avg: 4.00	9.36
											Ldr: 3.00	10.00
											Mbr: 4.10	9.30
24. Good performance is recognized and rewarded.												
<i>(Performance)</i>												
	3	1	2	3		1	1					
											Avg: 3.27	9.82
											Ldr: 7.00	9.00
											Mbr: 2.90	9.90
25. Our team's performance gets results.												
<i>(Performance)</i>												
	1	1					1	8				
											Avg: 7.09	9.55
											Ldr: 8.00	10.00
											Mbr: 7.00	9.50

1 2 3 4 5 6 7 8 9 10
| | | | | | | | | |

Sample Team Checkup

Item Ratings - by Category (cont'd.)

My Team

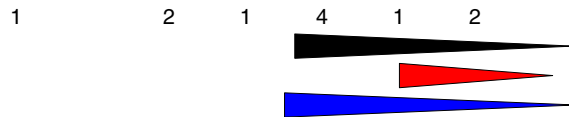
1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

Freq

Imp

26. Performance standards are clearly defined.

(Performance)

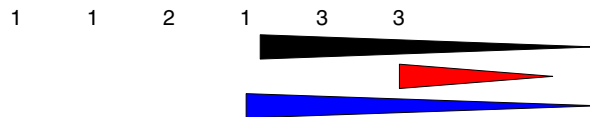


Avg: 5.64
Ldr: 7.00
Mbr: 5.50

9.27
9.00
9.30

27. Team members get the training they need to perform well.

(Performance)

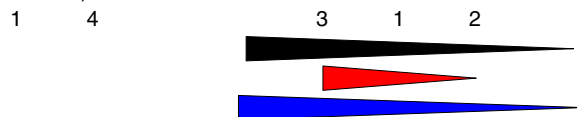


Avg: 5.18
Ldr: 7.00
Mbr: 5.00

9.55
9.00
9.60

28. Team members praise each other for a job well done.

(Feedback)

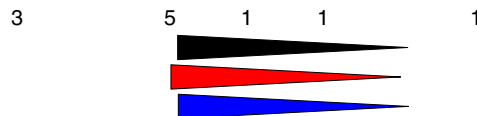


Avg: 5.00
Ldr: 6.00
Mbr: 4.90

9.27
8.00
9.40

29. When things do not go well, team members receive constructive feedback.

(Feedback)

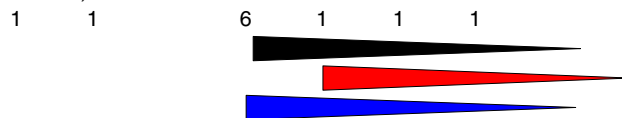


Avg: 6.09
Ldr: 6.00
Mbr: 6.10

9.09
9.00
9.10

30. Feedback is provided in a non-judgemental way.

(Feedback)

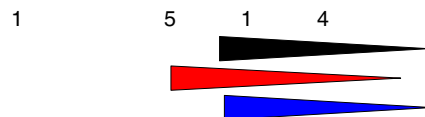


Avg: 5.09
Ldr: 6.00
Mbr: 5.00

9.36
10.00
9.30

31. The team manages its time effectively.

(Team Time)



Avg: 6.64
Ldr: 6.00
Mbr: 6.70

9.36
9.00
9.40

1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

Sample Team Checkup

Item Ratings - by Category (cont'd.)

My Team

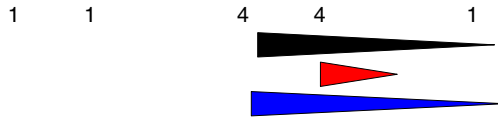
1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

Freq

Imp

32. Meetings are well organized and are a valuable use of time.

(Team Time)

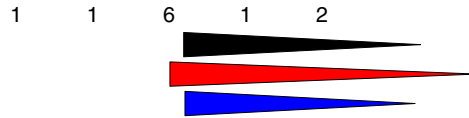


Avg: 6.18
Ldr: 7.00
Mbr: 6.10

9.27
8.00
9.40

33. Solutions to problems are based on facts and data.

(Problem Solving)

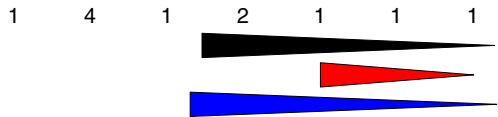


Avg: 6.18
Ldr: 6.00
Mbr: 6.20

9.27
10.00
9.20

34. Team members evaluate alternatives before making decisions.

(Problem Solving)

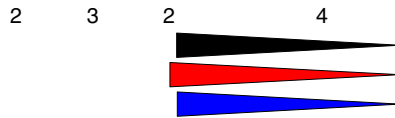


Avg: 5.45
Ldr: 7.00
Mbr: 5.30

9.27
9.00
9.30

35. Problems are clearly defined at the beginning of any discussion.

(Problem Solving)



Avg: 6.09
Ldr: 6.00
Mbr: 6.10

9.00
9.00
9.00

1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

Sample Team Checkup

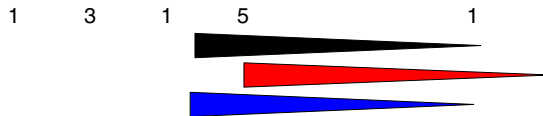
Item Ratings - Relationships/Comments

My Team

1	2	3	4	5	6	7	8	9	10	Freq	Imp
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1. Team members express understanding of how they contribute to the overall purpose of the organization..

(Purpose)



Avg:	5.36	9.09
Ldr:	6.00	10.00
Mbr:	5.30	9.00

What you LIKE:

Behaviors or conditions you hope will continue

- Supervisor does try.
- We do pitch in when needed during the normal course of the day. If we need help we do receive it from others in our department.
- I like when team members explain to others how something they do impacts the other member's job.

What you DON'T LIKE:

Behaviors or conditions that bother you and why

- Better training.
- There are some that feel they can do anything and not be reprimanded, and when they are, they feel like they're being singled out.
- People only think of themselves.
- Comments " No one ever told me" and "that's not my job". I feel that this conveys an "I don't care" attitude.

What you WANT:

Improvements that you desire

- For everyone to be concerned that the job will get done and get it done irregardless of whose job it is.

1	2	3	4	5	6	7	8	9	10

Sample Team Checkup

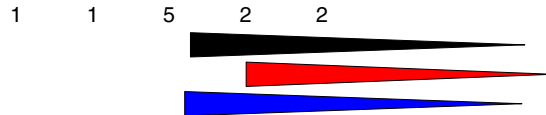
Item Ratings - Relationships/Comments (cont'd.)

My Team

1	2	3	4	5	6	7	8	9	10	Freq	Imp
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2. Individuals on this team have goals that contribute to the team's accomplishment of objectives.

(Purpose)



Avg:	4.27	8.64
Ldr:	5.00	9.00
Mbr:	4.20	8.60

What you LIKE:

Behaviors or conditions you hope will continue

- Personal goals(ex. training classes, school, etc) that benefit the individual.
- Supervisor does try.

What you DON'T LIKE:

Behaviors or conditions that bother you and why

- I don't like that some people have lost sight of the department's goals and/or personal goals.
- Not all objectives are shared with employees.
- Individuals who want "their"praise-not as a group.

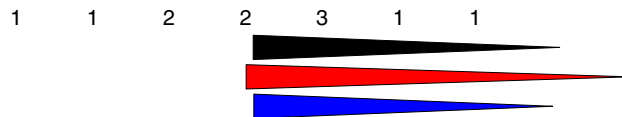
What you WANT:

Improvements that you desire

- I would like for all members to identify their personal goals as well as the dept's goals and develop a strategy that could satisfy/benefit both.
- Team goals could be clearly defined each month.

3. A mission statement is referred to when making important team decisions.

(Purpose)



Avg:	5.09	9.09
Ldr:	5.00	10.00
Mbr:	5.10	9.00

What you LIKE:

Behaviors or conditions you hope will continue

- For team members to understand that there are a variety of opinions, needs, wants and personalities that management considers when making a decision.

What you DON'T LIKE:

Behaviors or conditions that bother you and why

- Comments such as "that's stupid, why are we doing it that way"? Also it is very distracting when conversations among team members become negative or have a negative tone.
- Many matters seem to be kept secret. Often, only certain members are brought into the "inner circle".
- Certain few are involved-Making others left out to talk and guess what is going on.

1	2	3	4	5	6	7	8	9	10

Sample Team Checkup

Item Ratings - Relationships/Comments (cont'd.)

My Team

1	2	3	4	5	6	7	8	9	10	Freq	Imp
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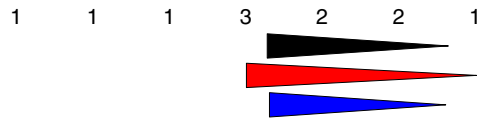
What you WANT:

Improvements that you desire

- For staff members to understand that decisions are made for the benefit of the department and the organization.
- As a team. Everyone should be involved.

4. Satisfying customers is central to all that we do here.

(Purpose)



Avg:	7.27	9.64
Ldr:	7.00	10.00
Mbr:	7.30	9.60

What you LIKE:

Behaviors or conditions you hope will continue

- When team members show compassion and understanding to and for our clients.
- Each of our staff will go beyond what's necessary to be helpful and accomodate our clients.
- Staff is always nice to clients.

What you DON'T LIKE:

Behaviors or conditions that bother you and why

- I like it when the team says and believes that we are here for them.

What you WANT:

Improvements that you desire

- To make sure everyone knows we are here for our patients and to show a willingness to help.

1	2	3	4	5	6	7	8	9	10
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Sample Team Checkup

Item Ratings - Relationships/Comments (cont'd.)

My Team

1	2	3	4	5	6	7	8	9	10	Freq	Imp
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5. People on this team express clear understanding about what they should be doing on the job.

(Role Clarity)

1 1 2 4 1 2



Avg:	6.27	9.00
Ldr:	6.00	9.00
Mbr:	6.30	9.00

What you LIKE:

Behaviors or conditions you hope will continue

- *Supervisor is trying.*
- *I like when team members can understand what they need to do.*

What you DON'T LIKE:

Behaviors or conditions that bother you and why

- *Team is not informed on what co-worker is working.*
- *Sometimes we're not trained properly, or some things aren't shared.*
- *You explain to the co-workers and they don't care so they aren't listening to what you tell them.*
- *I don't like when a job doesn't get done because members don't understand what needs to be done.*

What you WANT:

Improvements that you desire

- *Everyone needs to be informed and shown how to do all aspects of our department.*
- *Co-workers need to start getting interested in their job more.*
- *From the point above, ASK QUESTIONS, take the initiative to find out why.*

1	2	3	4	5	6	7	8	9	10

Sample Team Checkup

Item Ratings - Relationships/Comments (cont'd.)

My Team

1	2	3	4	5	6	7	8	9	10	Freq	Imp
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6. Job responsibilities are openly discussed and clarified.

(Role Clarity)

1	2	3	4	5	6	7	8	9	10	Freq	Imp
1		2	3	1	3	1				Avg: 4.55	9.64
										Ldr: 6.00	10.00
										Mbr: 4.40	9.60

What you LIKE:

Behaviors or conditions you hope will continue

- Those that know other positions in the dept, do help when needed.
- When members discuss "whose doing what", and volunteer if something is not being done.

What you DON'T LIKE:

Behaviors or conditions that bother you and why

- We are going through a system conversion and all staff are being told "job duties will be changing". However, no one is given any details.
- Jobs are never discussed.
- We usually have to help w/others and not all of us know certain things.
- Everybody is secretive about what they are doing. This is encouraged by management.
- I don't like when the team says to one another, "I do more than she does. I'm not going to do it; let someone else do it".

What you WANT:

Improvements that you desire

- If we could have a more specific job task.
- I would like for everyone to stop worrying about whose doing more. Just work together and get oit done. Help someone out because you want to.

1	2	3	4	5	6	7	8	9	10
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Sample Team Checkup

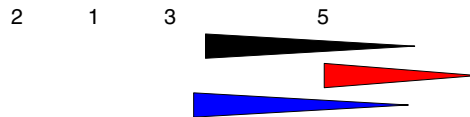
Item Ratings - Relationships/Comments (cont'd.)

My Team

	1	2	3	4	5	6	7	8	9	10	Freq	Imp
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7. Every role to meet out objectives is filled.

(Role Clarity)



Avg:	6.45	9.18
Ldr:	8.00	10.00
Mbr:	6.30	9.10

What you LIKE:

Behaviors or conditions you hope will continue

- Management offers overtime when we get overloaded. Also, they have frequently hired "temporary" help.
- Temps
- Every member is capable of performing her job.

What you DON'T LIKE:

Behaviors or conditions that bother you and why

- At end of month, its rough to get things done and we have other daily things to do and sometimes we get overwhelmed.
- When someone is out sick or on vacation, the attitude-"that's not my job" comes out.

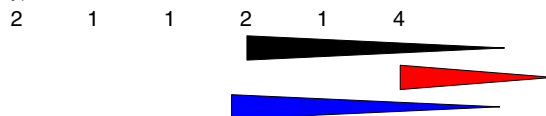
What you WANT:

Improvements that you desire

- We need a part-time person to do some everyday paperwork.
- For everyone to work to their full potential.

8. The right people are in the right jobs.

(Role Clarity)



Avg:	6.00	9.36
Ldr:	8.00	10.00
Mbr:	5.80	9.30

What you LIKE:

Behaviors or conditions you hope will continue

- When responsibilities overlap, a number of people are available to help.

What you DON'T LIKE:

Behaviors or conditions that bother you and why

- Some people would not be right for any job because they don't care.
- I don't like when the person in the job doesn't want to be in the job.

What you WANT:

Improvements that you desire

- I would like for everyone to know that their contribution is important to the overall success of the department.

1	2	3	4	5	6	7	8	9	10
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Sample Team Checkup

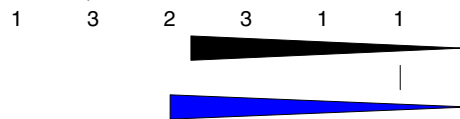
Item Ratings - Relationships/Comments (cont'd.)

My Team

1	2	3	4	5	6	7	8	9	10	Freq	Imp
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9. Suggestions made by members are fully explored.

(Work Environment)



Avg:	5.27	8.82
Ldr:	8.00	8.00
Mbr:	5.00	8.90

What you LIKE:

Behaviors or conditions you hope will continue

- When members make suggestions to benefit the department.

What you DON'T LIKE:

Behaviors or conditions that bother you and why

- When asked for ideas, we usually don't say anything because it seems like its not going to get down so why bother.
- When negative attitudes emerge when the member making the suggestion, doesn't like the decision.

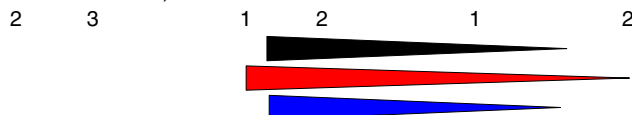
What you WANT:

Improvements that you desire

- Truly good suggestions should be looked into.
- For members to understand that mgmt does fully investigate every decision and makes a call based on the overall benefit for the dept.
- More consideration of members suggestions should be given.

10. Team members help each other if needed.

(Work Environment)



Avg:	5.27	9.18
Ldr:	5.00	10.00
Mbr:	5.30	9.10

What you LIKE:

Behaviors or conditions you hope will continue

- We always help at end of month or when we're swamped.
- When other members offer to help.
- Usually, members help one another but are afraid of getting caught.

What you DON'T LIKE:

Behaviors or conditions that bother you and why

- Some people don't think that others may not know their job and they don't explain in detail-Its a guessing game.
- People only want to do the minimal required to get by.
- Comments like "that's not my job".
- Not everyone wants help-they want to take all the credit.
- We get in trouble for stepping outside our "boundaries".

1	2	3	4	5	6	7	8	9	10

Sample Team Checkup

Item Ratings - Relationships/Comments (cont'd.)

My Team

1	2	3	4	5	6	7	8	9	10	Freq	Imp
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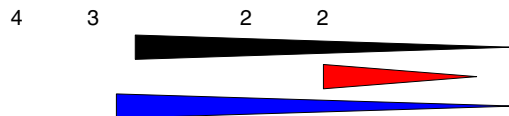
What you WANT:

Improvements that you desire

- Everyone to work together with a smile.
- That everyone could understand that everyone needs help at some time.

11. Team members show respect for the diverse backgrounds and talents of other members.

(Work Environment)



Avg:	4.55	9.45
Ldr:	7.00	9.00
Mbr:	4.30	9.50

What you LIKE:

Behaviors or conditions you hope will continue

- When team members ask for help or clarification from other staff members based on their past experience.
- I would like for the team to get along better and respect one another.
- We do birthdays, and new homes and new babies and weddings. We do help when needed, bring each other candy, chips etc.

What you DON'T LIKE:

Behaviors or conditions that bother you and why

- People are jealous of each other and trouble starts.
- We are discouraged to help one another.
- There does seem to be a feeling in the air. Some feel others aren't pulling there own.

What you WANT:

Improvements that you desire

- For everyone to keep in mind that we are all different and that's O.K!
- I want the team to be happy!!!
- Those that aren't doing their share shouldn't be coddled- that's what bothers a lot of people.

1	2	3	4	5	6	7	8	9	10
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Sample Team Checkup

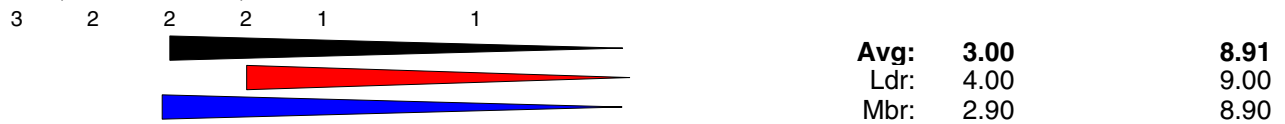
Item Ratings - Relationships/Comments (cont'd.)

My Team

1	2	3	4	5	6	7	8	9	10	Freq	Imp
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12. Team members appear to trust each other.

(Work Environment)



What you DON'T LIKE:

Behaviors or conditions that bother you and why

- No, we have continuous back stabbers-just to get someone in trouble. These people need more work to do.
- People are always talking behind other people's backs.
- I do not like when one person is favored more than another. One person going to our manager and saying petty things.
- "Back stabbing". Friends one minute, and not the next.
- Running to the manager with office gossip.

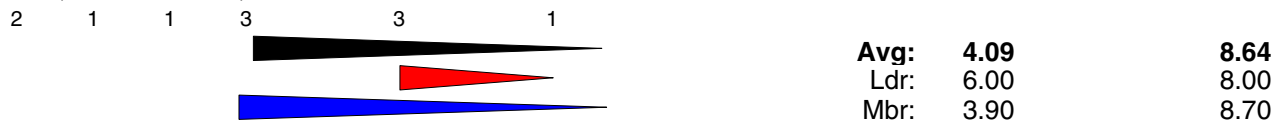
What you WANT:

Improvements that you desire

- We all need to mind our own business.
- For team members to be honest with one another.

13. People seem to enjoy working for this department.

(Work Environment)



What you LIKE:

Behaviors or conditions you hope will continue

- When members are eager to learn new things.
- Things have improved some since our supervisor got here. She has tried.

What you DON'T LIKE:

Behaviors or conditions that bother you and why

- When members are here because they have to be.
- To many petty problems that keeps a good working person from doing their job well.
- Do you have a couple of hours?
- Too much back stabbing. Never told of changes as a group.

What you WANT:

Improvements that you desire

- For all to view this as a fun and exciting place to work and learn- to think of this as a career.
- We need to be informed of things if we are to act as a team-we need to be informed.

1	2	3	4	5	6	7	8	9	10

Sample Team Checkup

Item Ratings - Relationships/Comments (cont'd.)

My Team

1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

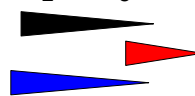
Freq

Imp

14. Team members have the work materials they need to do their job.

(Work Environment)

1 1 2 2 3 2



Avg: 7.64
Ldr: 9.00
Mbr: 7.50

9.36
10.00
9.30

What you LIKE:

Behaviors or conditions you hope will continue

- Utilizing equipment when needed.

What you DON'T LIKE:

Behaviors or conditions that bother you and why

- When members request extravagant materials.

What you WANT:

Improvements that you desire

- For all to try to do the best with what they have.

15. Team members use consideration and tact when voicing disagreement.

(Conflict Management)

1 1 3 3 1 2



Avg: 5.09
Ldr: 6.00
Mbr: 5.00

9.45
10.00
9.40

What you LIKE:

Behaviors or conditions you hope will continue

- Polite, courteous conversations.

What you DON'T LIKE:

Behaviors or conditions that bother you and why

- Profanity, talking down to someone.
- Disagreeing with one another in this department is not acceptable.
- Some people are rude responding to a question, they forget where they are.
- When people have to use foul words and temper to hurt your feelings to get their point across.

What you WANT:

Improvements that you desire

- Professionalism.

1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

Sample Team Checkup

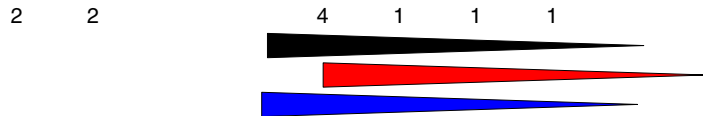
Item Ratings - Relationships/Comments (cont'd.)

My Team

	1	2	3	4	5	6	7	8	9	10	Freq	Imp
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16. When in conflict, team members state their own wants and needs clearly and directly with one another.

(Conflict Management)



Avg:	4.27	9.18
Ldr:	5.00	10.00
Mbr:	4.20	9.10

What you LIKE:

Behaviors or conditions you hope will continue

- Being honest and "to the point", when talking.

What you DON'T LIKE:

Behaviors or conditions that bother you and why

- The argument often starts out, "in another dept they can do it".
- "Beating around the bush".
- Most often, things are discussed with a third party. Rumors start-etc.
- One person shouldn't have control of the whole office because they have a chronic condition.

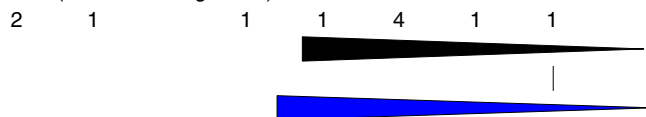
What you WANT:

Improvements that you desire

- Be open and honest with everyone.
- I want management to ask me if there's something or someway to improve my working conditions.
- There's that thing about lack of trust.

17. Differing points of view are discussed until agreements are reached that make sense to all parties involved.

(Conflict Management)



Avg:	4.73	9.18
Ldr:	8.00	8.00
Mbr:	4.40	9.30

What you LIKE:

Behaviors or conditions you hope will continue

- Compromising.

What you DON'T LIKE:

Behaviors or conditions that bother you and why

- Assuming a decision was made based on favoritism or mgmt needs.
- I would not call it "discussions" we have with management. We are given directives.

1	2	3	4	5	6	7	8	9	10
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Sample Team Checkup

Item Ratings - Relationships/Comments (cont'd.)

My Team

	1	2	3	4	5	6	7	8	9	10	Freq	Imp
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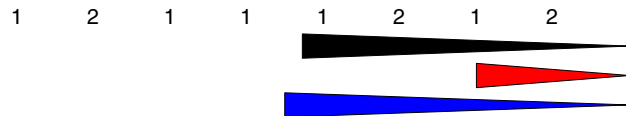
What you WANT:

Improvements that you desire

- For all to keep in mind that management weighs all ideas.

18. Important decisions are based on a variety of view points.

(Communication)



Avg:	4.73	9.00
Ldr:	7.00	9.00
Mbr:	4.50	9.00

What you LIKE:

Behaviors or conditions you hope will continue

- When all know the decision was based on a variety of view points.
- Supervisor is trying.

What you DON'T LIKE:

Behaviors or conditions that bother you and why

- Tunnel vision-being concerned with personal view only.
- We are never included in important decisions.
- Mgmt makes decisions and most times comes back to us with how things will be.

What you WANT:

Improvements that you desire

- Keep an open mind.
- To have a greater role in the decisions that directly effect the hands on staff.

1	2	3	4	5	6	7	8	9	10
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Sample Team Checkup

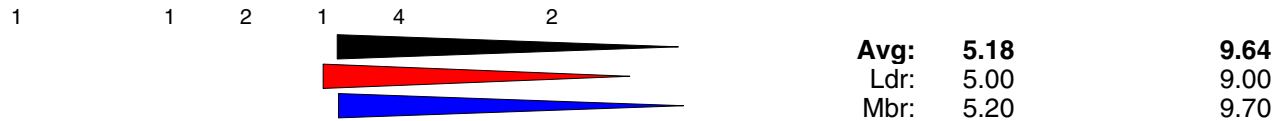
Item Ratings - Relationships/Comments (cont'd.)

My Team

	1	2	3	4	5	6	7	8	9	10	Freq	Imp
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19. Team members share information openly and freely.

(Communication)



What you LIKE:

Behaviors or conditions you hope will continue

- People should be able to bounce ideas around with each other.
- When others announce info that is relevant or important to others.

What you DON'T LIKE:

Behaviors or conditions that bother you and why

- Information needed doesn't get to the right person in time.
- People who share info with other depts which should not leave our dept.
- Hoarding info.
- Some people know new info and others are left in the dark.

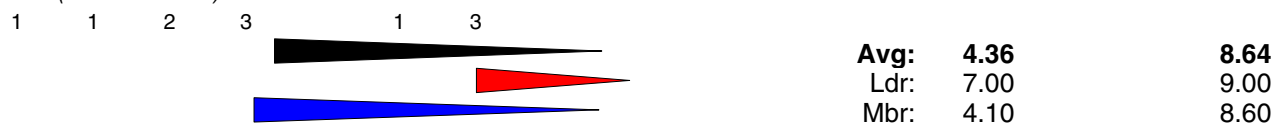
What you WANT:

Improvements that you desire

- Be open, honest and helpful.
- Memo's should be written up for all new info.

20. Individuals keep others informed about their projects and priorities.

(Communication)



What you DON'T LIKE:

Behaviors or conditions that bother you and why

- When problems are hidden for esxtended periods of time.
- We are instructed to keep our assignemnts and prjects to ourselves.
- Our dept heads prefer us not to know.

What you WANT:

Improvements that you desire

- Keeping management aware of problems and ask for help.
- I'm not sure about this. Some stuff we don't need to know, but other stuff we do.

1	2	3	4	5	6	7	8	9	10

Sample Team Checkup

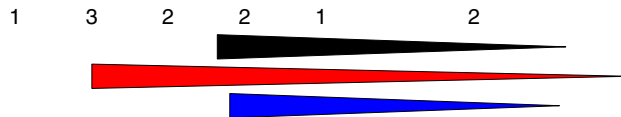
Item Ratings - Relationships/Comments (cont'd.)

My Team

	1	2	3	4	5	6	7	8	9	10	Freq	Imp
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21. The team effectively involves everyone in discussions so that a few people do not dominate.

(Communication)



Avg:	4.64	9.18
Ldr:	3.00	10.00
Mbr:	4.80	9.10

What you LIKE:

Behaviors or conditions you hope will continue

- I beleive a few people have to dominate because some people are leaders and others are followers-balance comes from this.
- This is tried at meetings.

What you DON'T LIKE:

Behaviors or conditions that bother you and why

- Internal leaders-others feeling intimidated.
- Mgmt chooses the people they need- not the work group.
- At most our meetings to inform, people start to ask questions regarding themselves. Its such a waste of time after that.

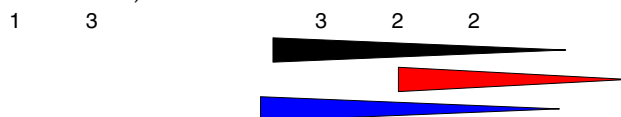
What you WANT:

Improvements that you desire

- Work as a team!

22. Team members use effective methods of communicating changes or important information to both internal and external customers.

(Communication)



Avg:	5.36	9.18
Ldr:	7.00	10.00
Mbr:	5.20	9.10

What you LIKE:

Behaviors or conditions you hope will continue

- Professionalism.

What you DON'T LIKE:

Behaviors or conditions that bother you and why

- Short tempered, non compassionate.

1	2	3	4	5	6	7	8	9	10
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Sample Team Checkup

Item Ratings - Relationships/Comments (cont'd.)

My Team

1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

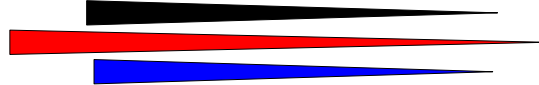
Freq

Imp

23. Our team reviews it's roles, performance and expectations, as a group.

(Performance)

1 3 4 1 2



Avg: 4.00
Ldr: 3.00
Mbr: 4.10

9.36
10.00
9.30

What you LIKE:

Behaviors or conditions you hope will continue

- Everyone's job impacts another.
- Supervisor is trying.

What you DON'T LIKE:

Behaviors or conditions that bother you and why

- When members don't work together.
- There are certain people that do things even though we are told not to. They don't care that it affects us.

What you WANT:

Improvements that you desire

- For members to work as a group.
- They should be reprimanded, not the whole group.

24. Good performance is recognized and rewarded.

(Performance)

3 1 2 3 1 1



Avg: 3.27
Ldr: 7.00
Mbr: 2.90

9.82
9.00
9.90

What you LIKE:

Behaviors or conditions you hope will continue

- For members to know that "thank you", is a recognition.
- We do get told when we do well.

What you DON'T LIKE:

Behaviors or conditions that bother you and why

- Don't like it when staff whines like babies when they don't get the recognition they feel they deserve.
- I don't like when someone needs to be recognized constantly.
- When someone does something good, it should be addressed.
- I had to ask my dept head to recognize my good work.

What you WANT:

Improvements that you desire

- I want to be rewarded if I do a great job-like when we close for the month. The whole team should be rewarded(movie passes, gift certificates etc)

1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

Sample Team Checkup

Item Ratings - Relationships/Comments (cont'd.)

My Team

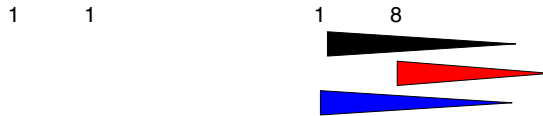
1	2	3	4	5	6	7	8	9	10	Freq	Imp
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Improvements that you desire (cont'd.)

- Recognition for work above and beyond daily routine.

25. Our team's performance gets results.

(Performance)



Avg:	7.09	9.55
Ldr:	8.00	10.00
Mbr:	7.00	9.50

What you LIKE:

Behaviors or conditions you hope will continue

- When we do work as a team we accomplish a lot. Unfortunately this doesn't happen enough.
- When we are noticed as a dept or pull together to get a job done.
- I liked when we got our new supervisor, she gets things done. She is very helpful and she cares.
- We do close our end of month on time-all the time.

What you DON'T LIKE:

Behaviors or conditions that bother you and why

- When the group suffers because of one person.
- When we bust our rears and are told we need to do more, more, more.

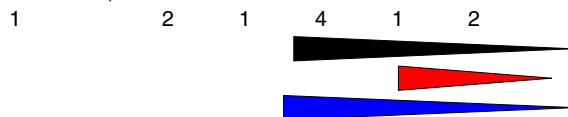
What you WANT:

Improvements that you desire

- Be proud of our work and the dept.

26. Performance standards are clearly defined.

(Performance)



Avg:	5.64	9.27
Ldr:	7.00	9.00
Mbr:	5.50	9.30

What you DON'T LIKE:

Behaviors or conditions that bother you and why

- "I don't know, I was never told, why should I try it, I'll get a raise even if I don't".
- Sometimes not enough training is given for a project.

What you WANT:

Improvements that you desire

- Take pride in your work and yourself.

1	2	3	4	5	6	7	8	9	10

Sample Team Checkup

Item Ratings - Relationships/Comments (cont'd.)

My Team

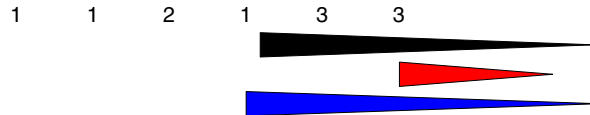


Freq

Imp

27. Team members get the training they need to perform well.

(Performance)



Avg: 5.18
Ldr: 7.00
Mbr: 5.00

9.55
9.00
9.60

What you LIKE:

Behaviors or conditions you hope will continue

- Other mebers helping to show someone how to do something.
- I've been here quite a while and I'm still waiting for training.

What you DON'T LIKE:

Behaviors or conditions that bother you and why

- Its more like...here do it!
- We are trained by a second hand or third hand trainer.
- When members don't tell mgmt they need training.

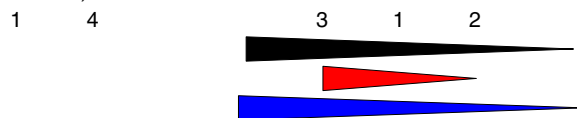
What you WANT:

Improvements that you desire

- Ask for help! Ask for training!
- I want more training in my job area.
- We are currently seeing more training and I hope this continues and increases.

28. Team members praise each other for a job well done.

(Feedback)



Avg: 5.00
Ldr: 6.00
Mbr: 4.90

9.27
8.00
9.40

What you LIKE:

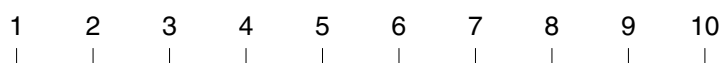
Behaviors or conditions you hope will continue

- Certain people will praise.
- There is too much competition going on for that.
- When members do praise each other.

What you DON'T LIKE:

Behaviors or conditions that bother you and why

- Others will only find fault with everything. Instead of praise they will call you a "brown-noser".
- When the praise goes over the line.
- We started doing this among ourselves and it wasn't received well by management.



Sample Team Checkup

Item Ratings - Relationships/Comments (cont'd.)

My Team

1	2	3	4	5	6	7	8	9	10	Freq	Imp
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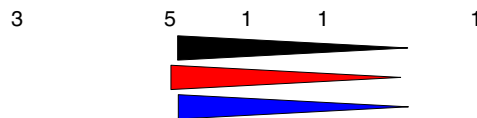
What you WANT:

Improvements that you desire

- I don't think this is such a big deal. we usually say good job or we give each other little bravo awards.
- A happy medium between the two.

29. When things do not go well, team members receive constructive feedback.

(Feedback)



Avg:	6.09	9.09
Ldr:	6.00	9.00
Mbr:	6.10	9.10

What you LIKE:

Behaviors or conditions you hope will continue

- When other members give constructive feedback.

What you DON'T LIKE:

Behaviors or conditions that bother you and why

- When members take that as a criticism of their person or abilities.

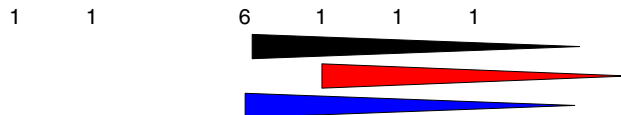
What you WANT:

Improvements that you desire

- For our manager or supervisor to tell the co-worker their work is not correct and make them do it over until they get it right. Don't give it to another co-worker.

30. Feedback is provided in a non-judgemental way.

(Feedback)

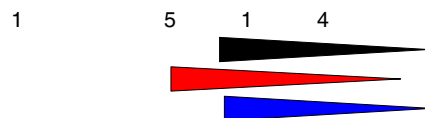


Avg:	5.09	9.36
Ldr:	6.00	10.00
Mbr:	5.00	9.30

No Comments

31. The team manages its time effectively.

(Team Time)



Avg:	6.64	9.36
Ldr:	6.00	9.00
Mbr:	6.70	9.40

What you DON'T LIKE:

Behaviors or conditions that bother you and why

- Some people just sit around talking while others are working hard.
- When some take advantage of time and just sit.

1	2	3	4	5	6	7	8	9	10

Sample Team Checkup

Item Ratings - Relationships/Comments (cont'd.)

My Team

1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

Freq

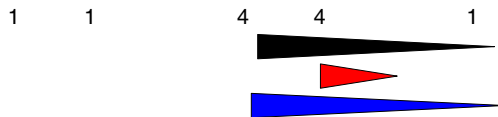
Imp

Behaviors or conditions that bother you and why (cont'd.)

- *People waste too much time complaining.*

32. Meetings are well organized and are a valuable use of time.

(Team Time)



Avg: 6.18

9.27

Ldr: 7.00

8.00

Mbr: 6.10

9.40

What you LIKE:

Behaviors or conditions you hope will continue

- *When members contribute to the meeting.*
- *Supervisor is trying.*

What you DON'T LIKE:

Behaviors or conditions that bother you and why

- *When people sit there and say nothing.*
- *Sometimes the issues are danced around instead of being addresssed and dealt with.*

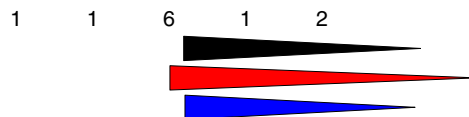
What you WANT:

Improvements that you desire

- *For people to voice their opinions, suggestions, etc.*

33. Solutions to problems are based on facts and data.

(Problem Solving)



Avg: 6.18

9.27

Ldr: 6.00

10.00

Mbr: 6.20

9.20

What you LIKE:

Behaviors or conditions you hope will continue

- *Management does seem to make an effort to gather all facts.*

What you DON'T LIKE:

Behaviors or conditions that bother you and why

- *When the staff assumes something without all the facts.*
- *However, sometimes I think opinions cloud some issues.*
- *Sometimes things take longer to be answered.*
- *When people don't go a step further to be correct.*

What you WANT:

Improvements that you desire

- *Don't assume-Ask!*

1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

Sample Team Checkup

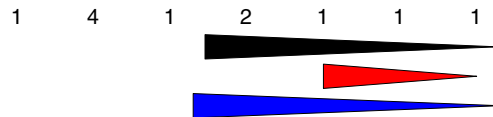
Item Ratings - Relationships/Comments (cont'd.)

My Team

1	2	3	4	5	6	7	8	9	10	Freq	Imp
---	---	---	---	---	---	---	---	---	----	------	-----

34. Team members evaluate alternatives before making decisions.

(Problem Solving)



Avg:	5.45	9.27
Ldr:	7.00	9.00
Mbr:	5.30	9.30

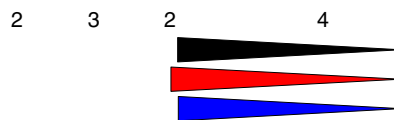
What you DON'T LIKE:

Behaviors or conditions that bother you and why

- Decisions are made for us.
- People do what they want for themselves. They don't look at the trickle down effect.
- When people don't go a step further to be correct.

35. Problems are clearly defined at the beginning of any discussion.

(Problem Solving)



Avg:	6.09	9.00
Ldr:	6.00	9.00
Mbr:	6.10	9.00

What you LIKE:

Behaviors or conditions you hope will continue

- Open discussions.

What you DON'T LIKE:

Behaviors or conditions that bother you and why

- Holding something inside and not getting it resolved.
- When some comment or reprimand is meant for one person- the group or team as a whole is addressed as a whole.

What you WANT:

Improvements that you desire

- Issues to be stated more directly. Not, well I think there might be something going on.
- Voice needs, suggestions, problems.
- Talk to the individual person-try to solve the problem on an individual basis and if the whole team don't have to know about it...they just don't need to know. But don't make everybody feel uncomfortable for something they didn't do.

1	2	3	4	5	6	7	8	9	10

1. In your opinion, how could this team become more effective?

- *If people realize why they come to work and collect a pay check and that's to give 100% to their job and respect all their co-workers and department heads, it would make me really want to come to work. But, we know this can't happen. Thanks for listening.*
- *The first item which needs to happen is people need to respect each other. Next, they need to learn what conversations should be kept to themselves, to our department, and the building. Next, we need to receive more recognition for our efforts. We need to continue the training that has started and make sure everyone has the same basic information. Sue has been a wonderful asset to our team. When there is a problem, she addresses it directly and makes it clear that its over. Unfortunately, I believe her hands are still tied too much and she isn't able to address as much as she is able. I hope this changes soon since she can stop a lot of the petty nonsense. Overall, if people would think about each, the organization and themselves it would run much smoother. My ultimate goal is to be able to go to a staff meeting where it is safe to sit and not worry who is throwing daggers at you.*
- *For us to work as a team, we need to stop criticizing every and all. Everyone of us has something to say about someone else. Look, all of us are not going to get along. I know we have to work together, and for the most part we do. We do what we need to do to get our job done.*
- *If we just be careful of what we say to others. If we start respecting other people's feelings and values. If we just remember where we are. Leave personal life out when you first walk in the door. Get to know everybody's personality and then act from there.*
- *This team could become more effective if people could leave some attitude out the door when they come to work. Our manager could acknowledge us more often. Quit showing favoritism towards one person. Some of the employees could come to work dressed neater. I want us to make it as a team.*
- *New supervisor is trying her best. Team needs to be told as a group, of all changes, good or bad. Better training- People who care about their work.*
- *We need to communicate better. We need to become friends, we don't get along at all. We need to fire some co-workers that are not doing their jobs correctly and hire some new people who are looking for a job and want to work.*
- *This team could become more effective if all members were open and honest with one another. Sharing information in a constructive way would also benefit this group. The negative attitudes need to be eliminated. All members need to identify their personal as well as their professional goals and work toward them. This is their career, they chose to do this, and they should work to their fullest potential. If a member is not happy, then they should evaluate their needs and wants and possibly look for somewhere else that might make them happier. My strongest desire is to have all members perform their job to the best of their ability and assist other members when they are in need or overwhelmed. If they could do this on their own, without management intervention, I would be most pleased. This is a team, we all have a job to get done, let us all work together to get the jobs done and ultimately reach the goal.*
- *We all need to be judged as individuals, not controlling the individual. Need to be aware of the differing diversity of the team members in order to improve our day- to-day work.*

Sample Team Checkup

Highest-Rated Items

My Team



Freq

Imp

14. Team members have the work materials they need to do their job.

(Work Environment)

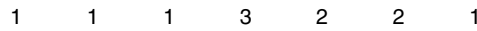


Avg: 7.64
Ldr: 9.00
Mbr: 7.50

9.36
10.00
9.30

4. Satisfying customers is central to all that we do here.

(Purpose)



Avg: 7.27
Ldr: 7.00
Mbr: 7.30

9.64
10.00
9.60

25. Our team's performance gets results.

(Performance)

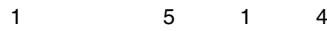


Avg: 7.09
Ldr: 8.00
Mbr: 7.00

9.55
10.00
9.50

31. The team manages its time effectively.

(Team Time)

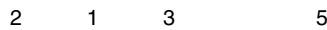


Avg: 6.64
Ldr: 6.00
Mbr: 6.70

9.36
9.00
9.40

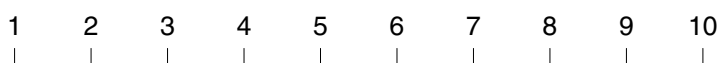
7. Every role to meet out objectives is filled.

(Role Clarity)



Avg: 6.45
Ldr: 8.00
Mbr: 6.30

9.18
10.00
9.10



Sample Team Checkup

Lowest-Rated Items

My Team



Freq

Imp

12. Team members appear to trust each other.

(Work Environment)



Avg: 3.00

8.91

Ldr: 4.00

9.00

Mbr: 2.90

8.90

24. Good performance is recognized and rewarded.

(Performance)



Avg: 3.27

9.82

Ldr: 7.00

9.00

Mbr: 2.90

9.90

23. Our team reviews it's roles, performance and expectations, as a group.

(Performance)



Avg: 4.00

9.36

Ldr: 3.00

10.00

Mbr: 4.10

9.30

13. People seem to enjoy working for this department.

(Work Environment)



Avg: 4.09

8.64

Ldr: 6.00

8.00

Mbr: 3.90

8.70

16. When in conflict, team members state their own wants and needs clearly and directly with one another.

(Conflict Management)



Avg: 4.27

9.18

Ldr: 5.00

10.00

Mbr: 4.20

9.10

