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# 20/20 Insight Special Report

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## My Team

November 10, 2009

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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, and 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 nine 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 two “Gap” Graphs.

The first Gap Graph indicates the Team Leader’s perspective on the difference between the frequency rating and the importance rating of all items within the category. If the gap arrow points to the right, it may indicate a need for improvement in team behavior from the team leader’s perspective. If the gap arrow points to the left, the team performance is viewed as stronger than needed.

The second Gap Graph indicates the Team Members’ perspective as an average of all team member responses (without the team leader response) of all items within the category.

Note the small percentage numbers above the first Gap Graph. This is the distribution of all ratings of performance of all items in that category - including the team leader. 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 items in the category.

### Item Ratings - By Category

Each of the 35 items is presented in a similar fashion as the Category Summary. The first Gap Graph is the Team Leader perspective and the second the Team Members' perspective.

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 is attached to. The distribution above the first Gap Graph 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 Graph 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 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.

Note that the comments are printed in a random order each time.

### Summary Question

One Summary Question was asked of the respondents:

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

All responses to the question are provided in this section- 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 of performance 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 might 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 score of performance 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.

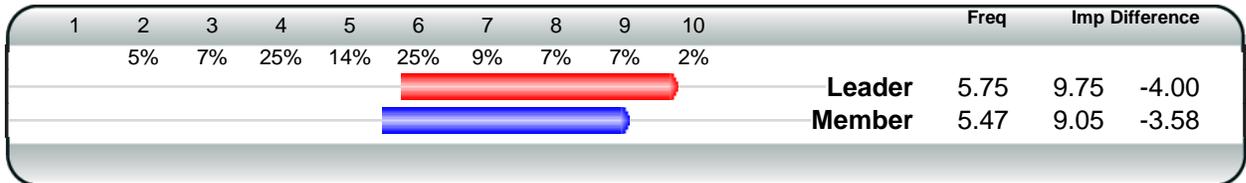
Above each item (in parentheses) is the Category the behavior comes from. A review of these might indicate a trend and correlate with a score in the Category Summary.

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

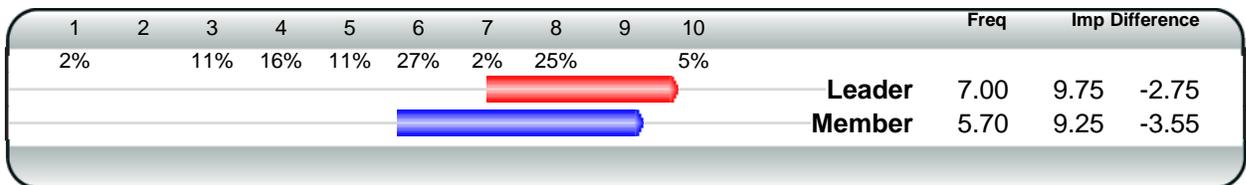
Category Summary - Frequency/Importance

This report present the average scores for all of the items in a category. The graph depicts the gap between Importance and Frequency. Distribution of the ratings is presented as "percentage of scores" under the scale.

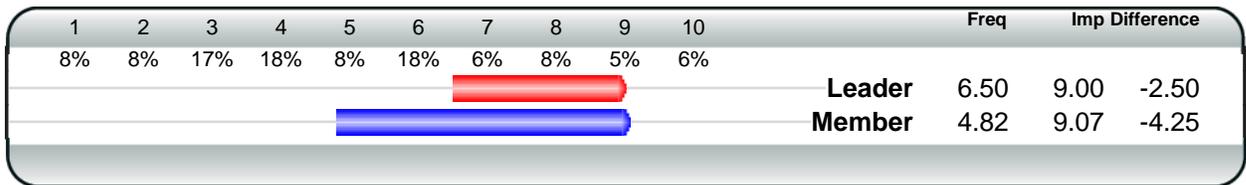
Purpose



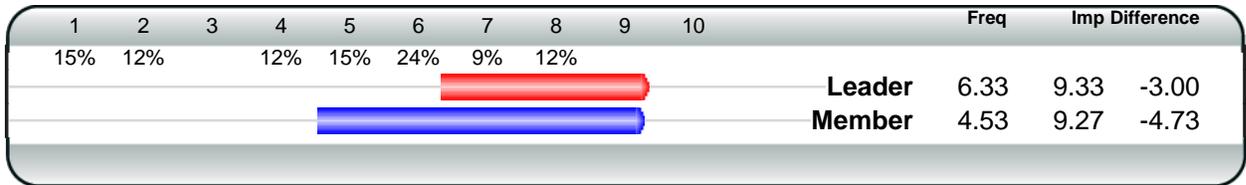
Role Clarity



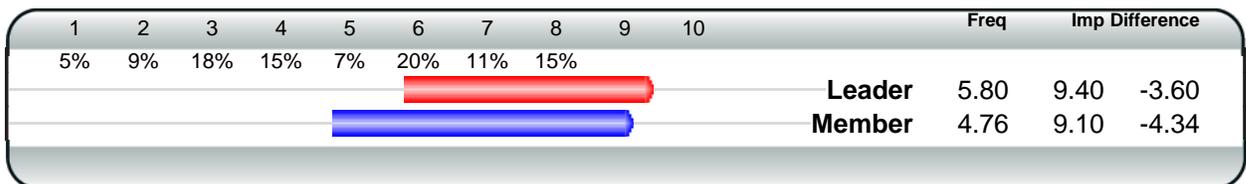
Work Environment



Conflict Management

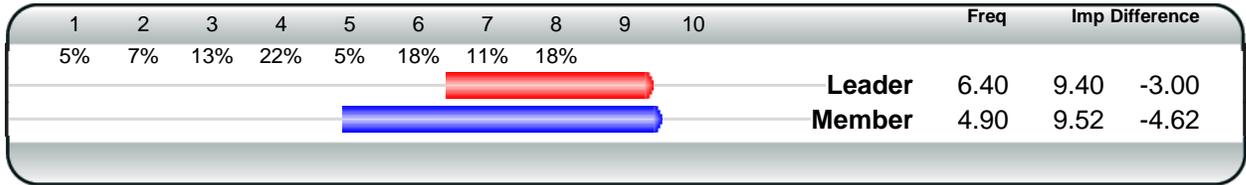


Communication

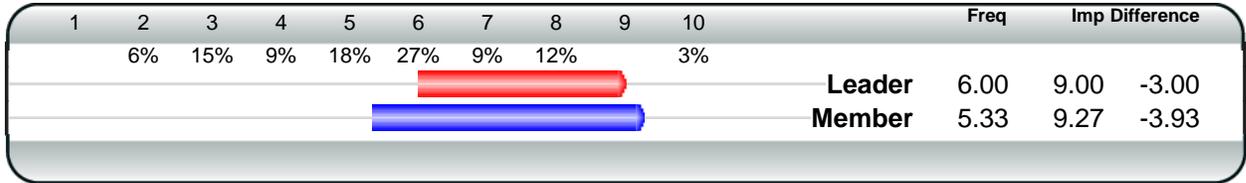


Category Summary - Frequency/Importance

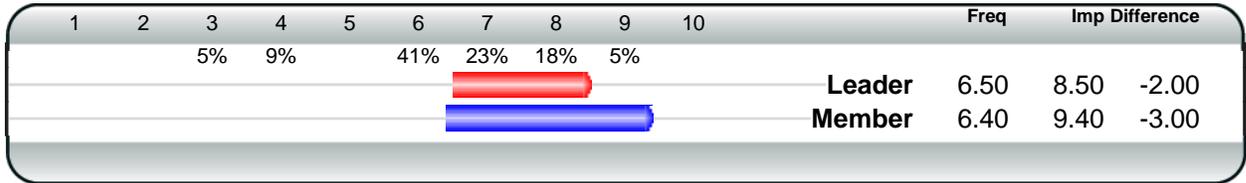
Performance



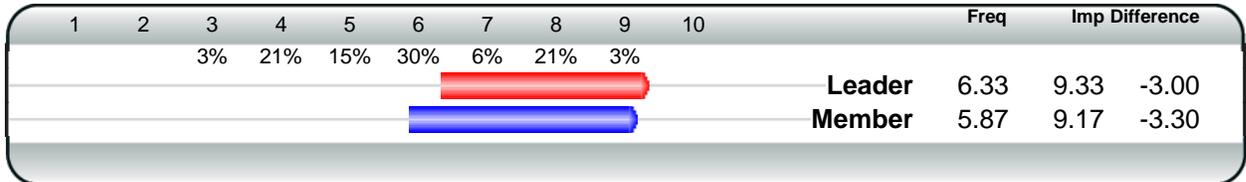
Feedback



Team Time



Problem Solving

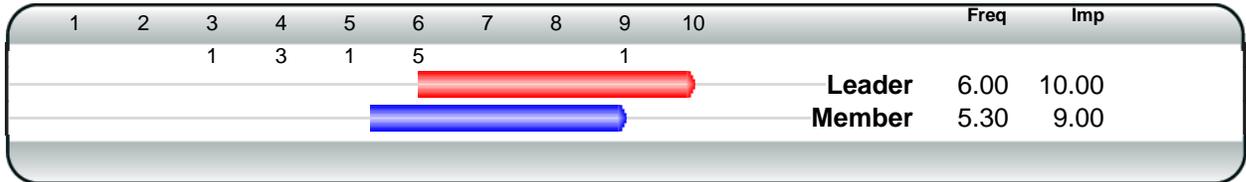


Item Ratings - By Category

Use this section to perform a quick review of all of the items and begin to look for trends. The small numbers under the scale indicate the number of responses at that level of performance.

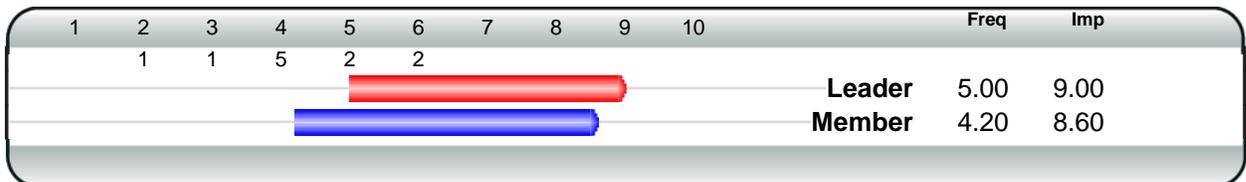
**1. Team members express understanding of how they contribute to the overall purpose of the department.**

*(Purpose)*



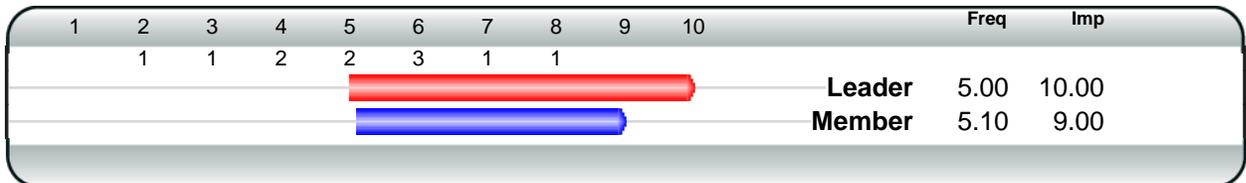
**2. Individuals on this team have goals that contribute to the team's accomplishment of objectives.**

*(Purpose)*



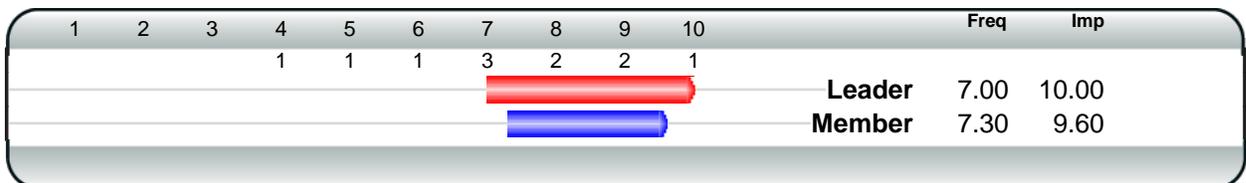
**3. When an important team decision is made it is understood that the main objective is to benefit and enhance the success of the department.**

*(Purpose)*



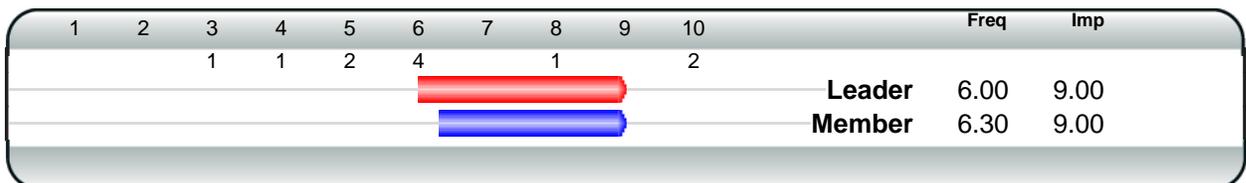
**4. Servicing and satisfying our clients is central to all that we do here.**

*(Purpose)*



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

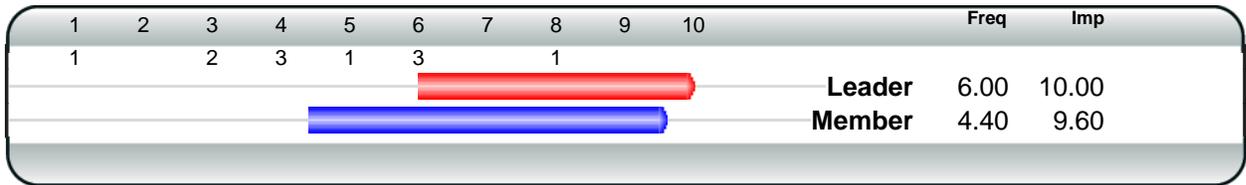
*(Role Clarity)*



Item Ratings - By Category

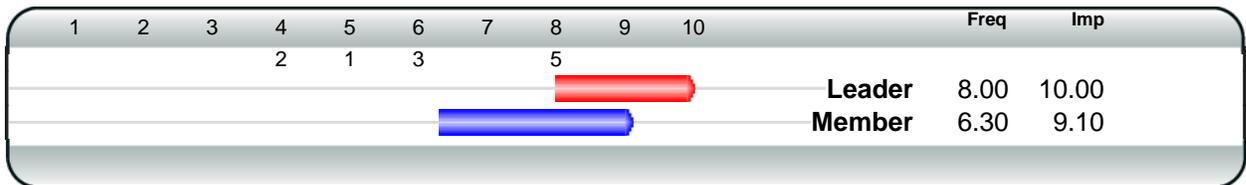
6. Job responsibilities are openly discussed and clarified.

(Role Clarity)



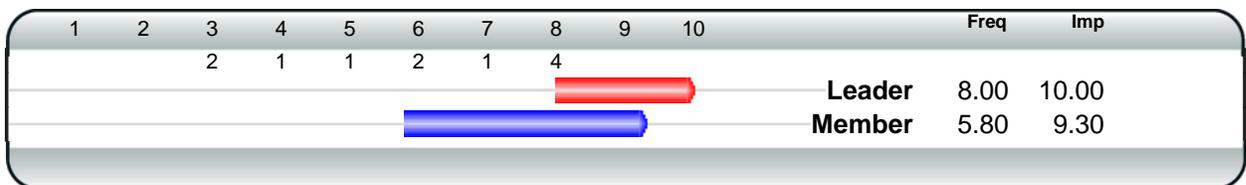
7. There is adequate staffing in appropriate positions to allow us to meet our objectives.

(Role Clarity)



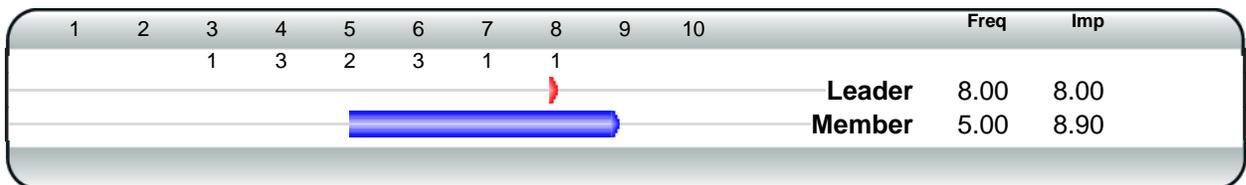
8. The right people are in the right jobs.

(Role Clarity)



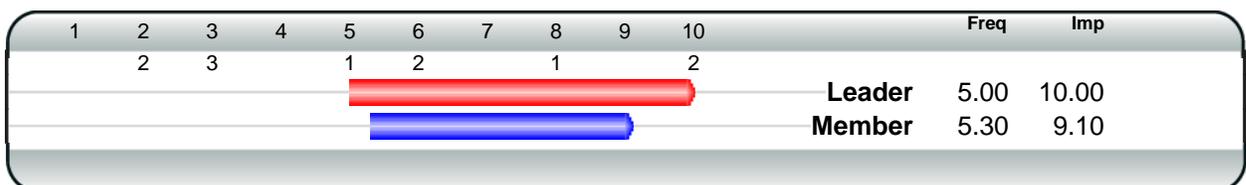
9. Suggestions made by members are fully explored.

(Work Environment)



10. Team members help each other if needed.

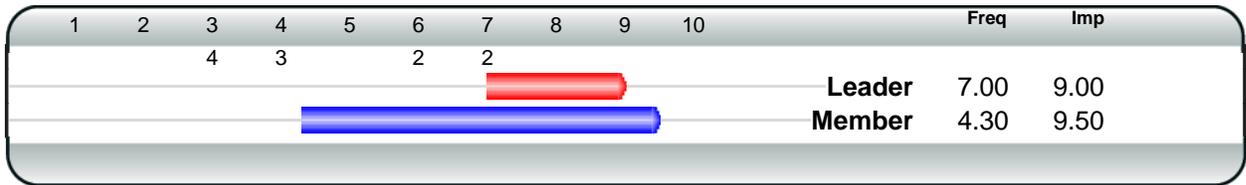
(Work Environment)



Item Ratings - By Category

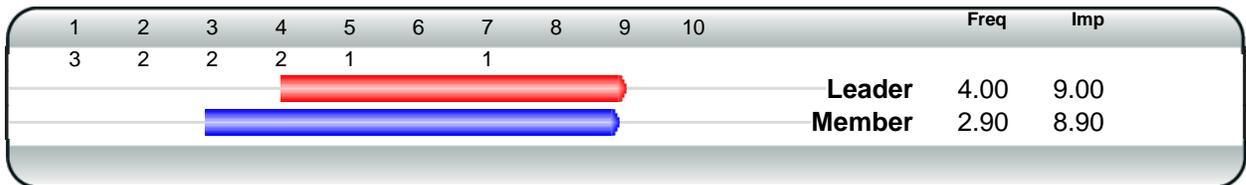
**11. Team members show respect for the diverse backgrounds and talents of other members.**

(Work Environment)



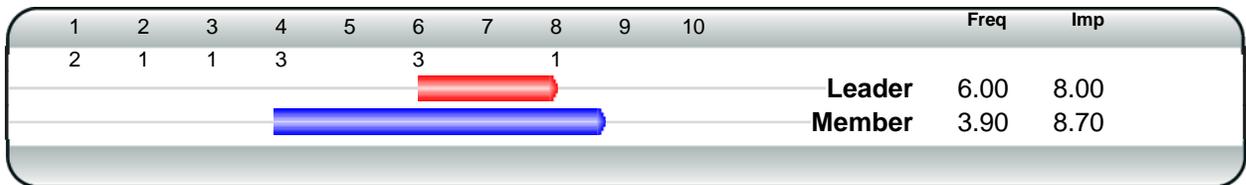
**12. Team members appear to trust each other.**

(Work Environment)



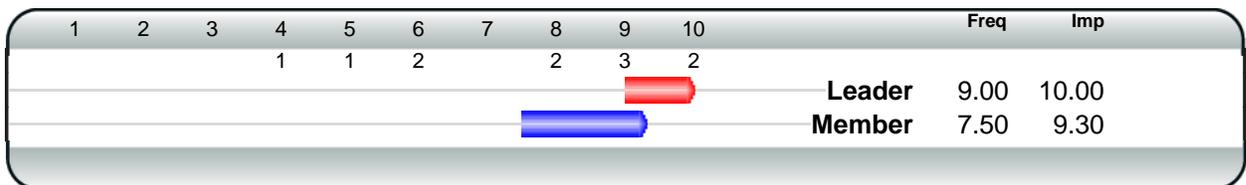
**13. People seem to enjoy working for this department.**

(Work Environment)



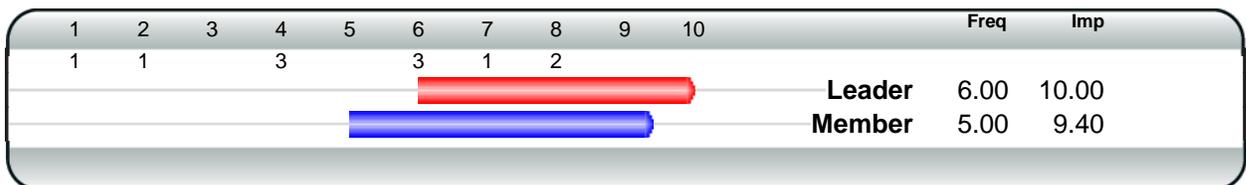
**14. Team members have the work materials they need to do their job.**

(Work Environment)



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

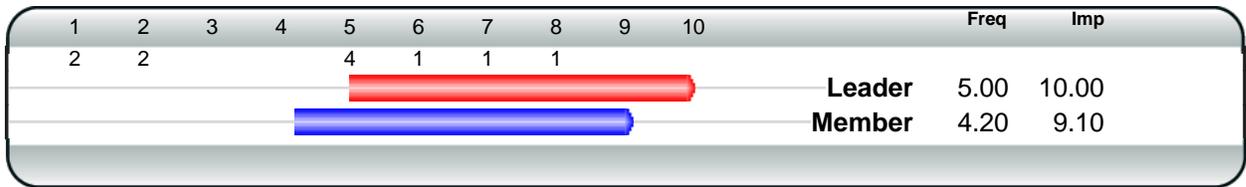
(Conflict Management)



Item Ratings - By Category

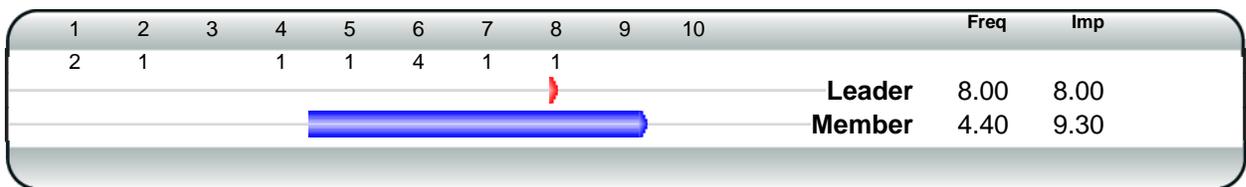
**16. When in conflict, team members state their own wants and needs clearly and directly with one another.**

*(Conflict Management)*



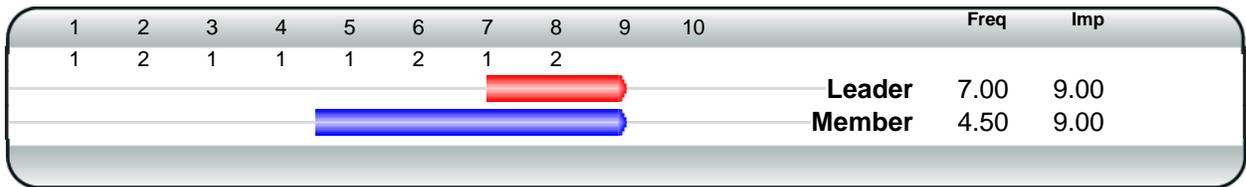
**17. Differing points of view are discussed until agreements are reached that make sense to all parties involved.**

*(Conflict Management)*



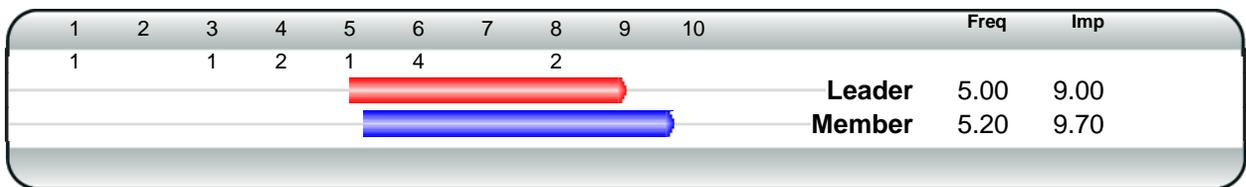
**18. Important decisions are based on a variety of view points.**

*(Communication)*



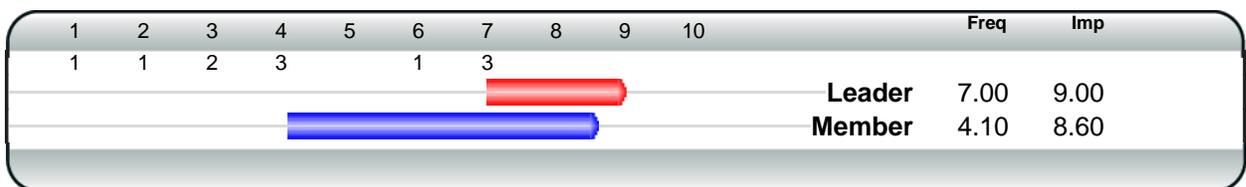
**19. Team members share information openly and freely.**

*(Communication)*



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

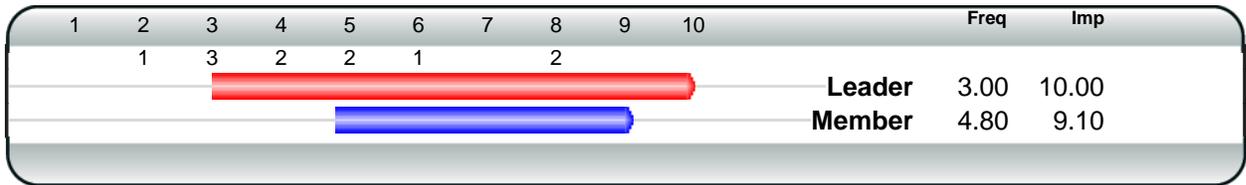
*(Communication)*



Item Ratings - By Category

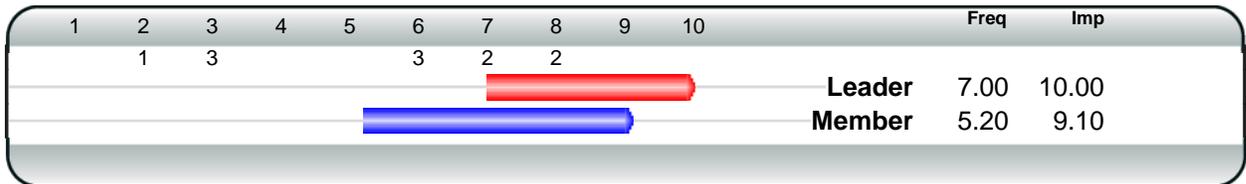
21. The team effectively involves everyone in discussions so that a few people do not dominate.

(Communication)



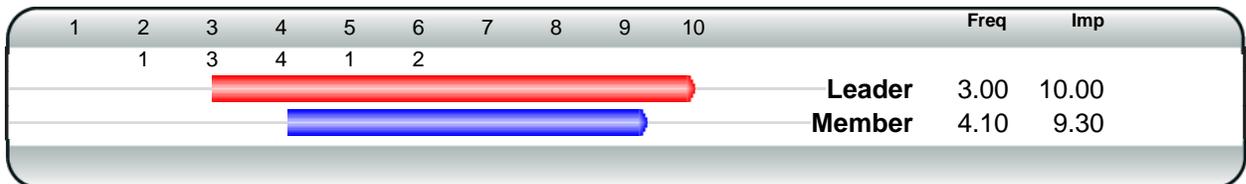
22. Team members use effective methods of communicating changes or important information to both internal and external clients.

(Communication)



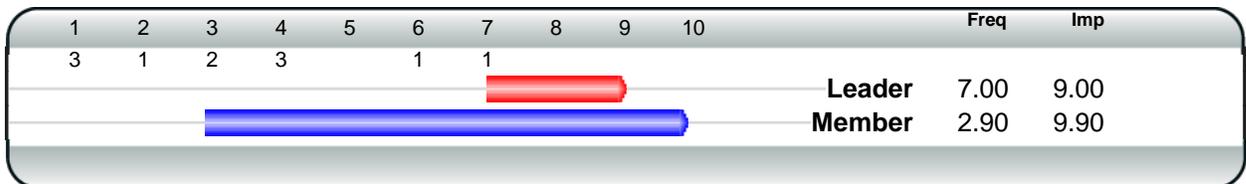
23. Our team reviews it's roles, performance and expectations, as a group.

(Performance)



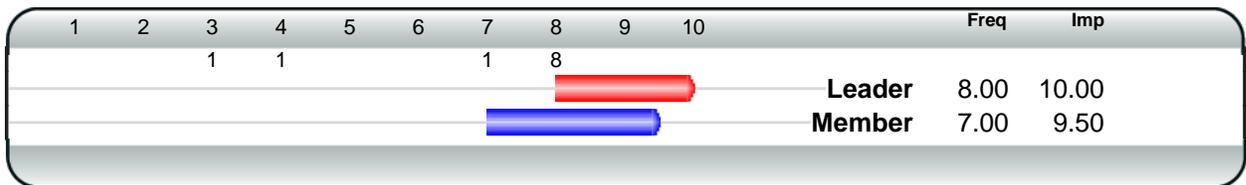
24. Good performance is recognized and rewarded.

(Performance)



25. Our team's performance gets results.

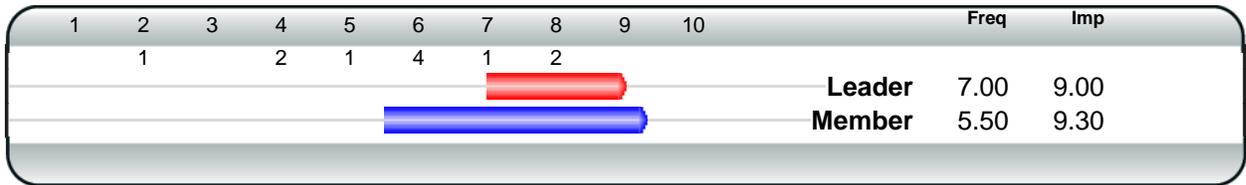
(Performance)



Item Ratings - By Category

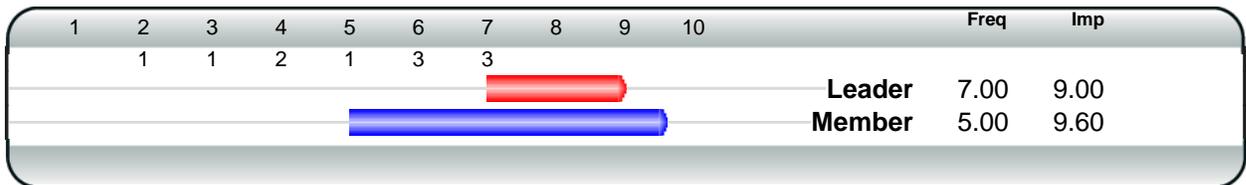
**26. Performance standards are clearly defined.**

(Performance)



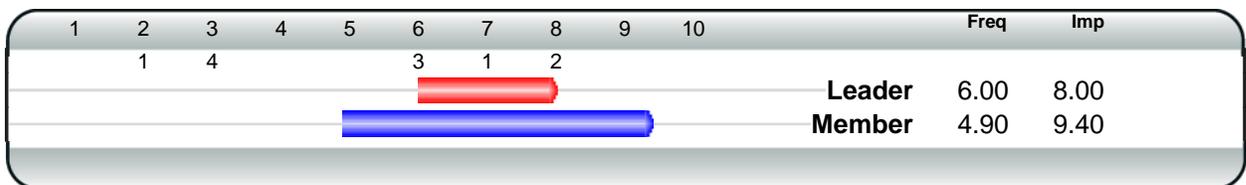
**27. Team members get the training they need to perform well.**

(Performance)



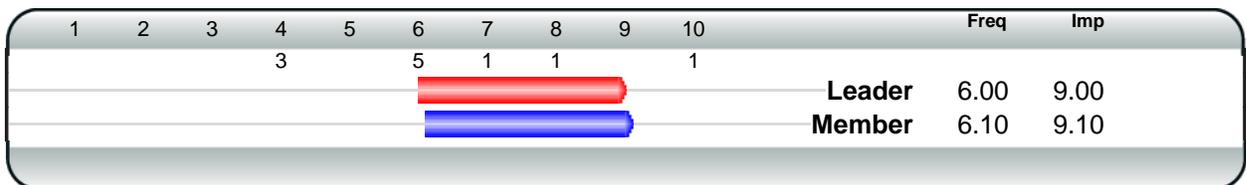
**28. Team members praise each other for a job well done.**

(Feedback)



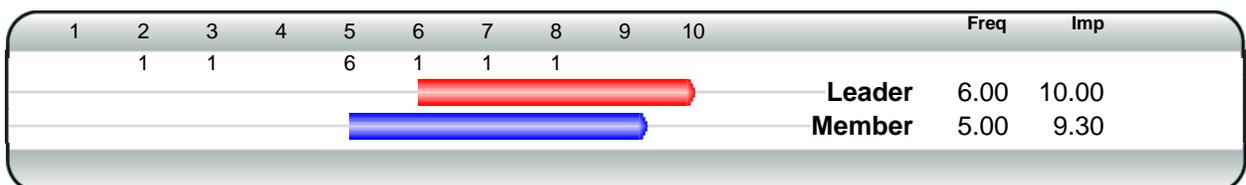
**29. When things do not go well, team members receive constructive feedback.**

(Feedback)



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

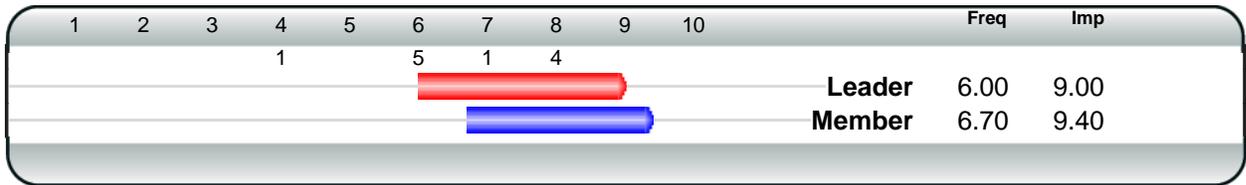
(Feedback)



Item Ratings - By Category

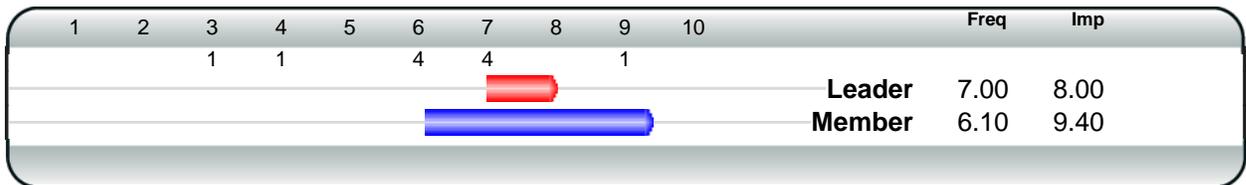
**31. The team manages its time effectively.**

(Team Time)



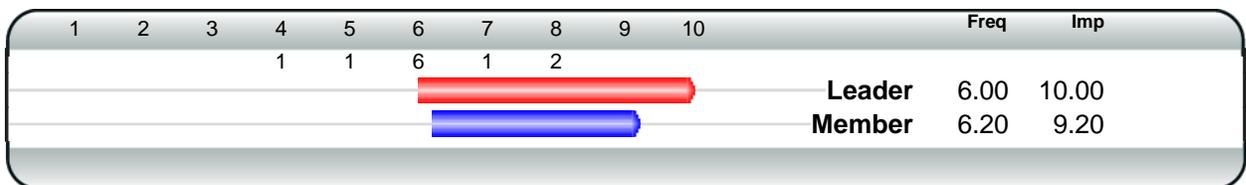
**32. Meetings are well organized and are a valuable use of time.**

(Team Time)



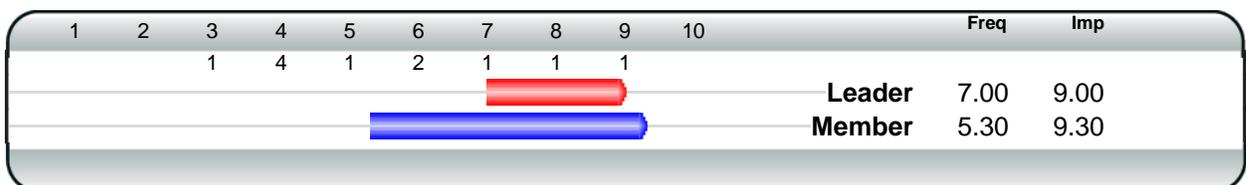
**33. Solutions to problems are based on facts and data.**

(Problem Solving)



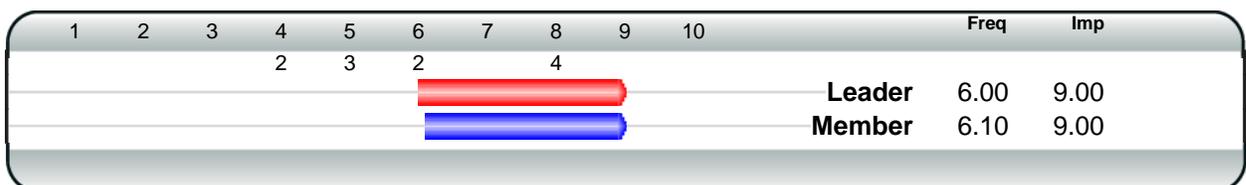
**34. Team members evaluate alternatives before making decisions.**

(Problem Solving)



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

(Problem Solving)

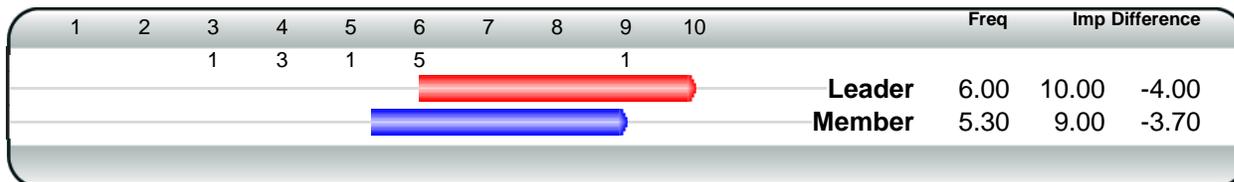


Item Ratings - Relationships/Comments

In this section you will find the ratings for each of the individual items along with the comments from respondents. The little numbers under the scale indicate the number of responses at that level.

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

(Purpose)



**What you LIKE: - Behaviors or conditions you hope will continue**

Leader

- I like when team members explain to others how something they do impacts the other member's job.

Member

- 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.

**What you DON'T LIKE: - Behaviors or conditions that bother you and why**

Leader

- Comments " No one ever told me" and "that's not my job". I feel that this conveys an "I don't care" attitude.

Member

- Better training.
- People only think of themselves.
- 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.

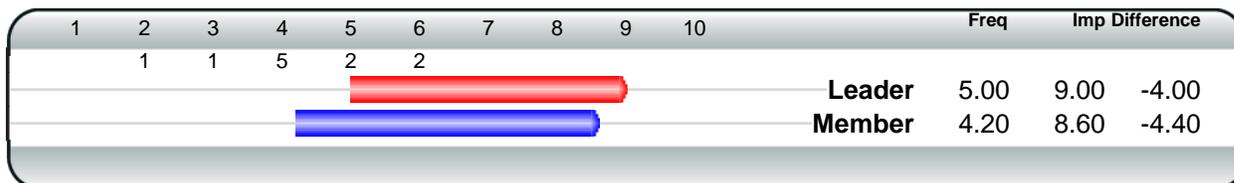
**What you WANT: - Improvements that you desire**

Leader

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

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

(Purpose)



**What you LIKE: - Behaviors or conditions you hope will continue**

Leader

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

Member

Item Ratings - Relationships/Comments

**What you LIKE: - Behaviors or conditions you hope will continue - (cont'd)**

Member

- Supervisor does try.

**What you DON'T LIKE: - Behaviors or conditions that bother you and why**

Leader

- I don't like that some people have lost sight of the department's goals and/or personal goals.

Member

- Individuals who want "their"praise-not as a group.
- Not all objectives are shared with employees.

**What you WANT: - Improvements that you desire**

Leader

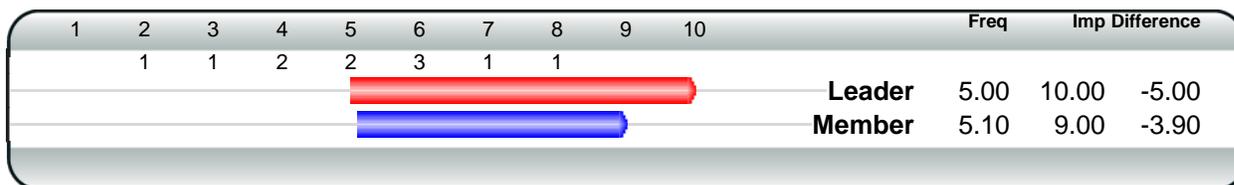
- I would like for all members to identify their personal goals as well as the dept's goals and develop a strategy that could satisfy/benefit both.

Member

- Team goals could be clearly defined each month.

**3. When an important team decision is made it is understood that the main objective is to benefit and enhance the success of the department.**

(Purpose)



**What you LIKE: - Behaviors or conditions you hope will continue**

Leader

- 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**

Leader

- 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.

Member

- Certain few are involved-Making others left out to talk and guess what is going on.
- Many matters seem to be kept secret. Often, only certain members are brought into the " inner circle".

**What you WANT: - Improvements that you desire**

Leader

- For staff members to understand that decisions are made for the benefit of the department and the organization.

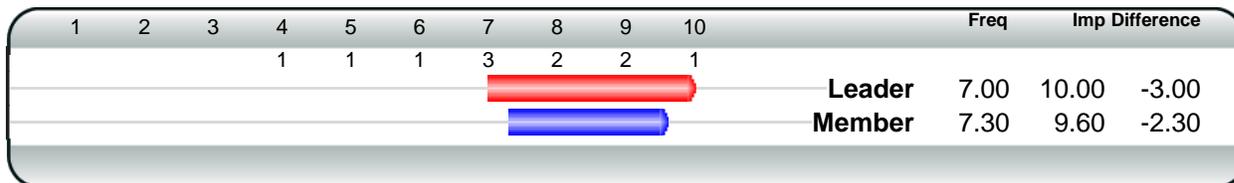
Member

- As a team. Everyone should be involved.

Item Ratings - Relationships/Comments

**4. Servicing and satisfying our clients is central to all that we do here.**

(Purpose)



**What you LIKE: - Behaviors or conditions you hope will continue**

Leader

- When team members show compassion and understanding to and for our clients.

Member

- 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**

Leader

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

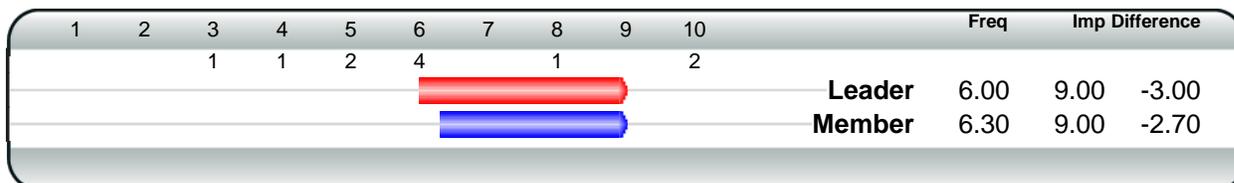
**What you WANT: - Improvements that you desire**

Leader

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

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

(Role Clarity)



**What you LIKE: - Behaviors or conditions you hope will continue**

Leader

- I like when team members can understand what they need to do.

Member

- Supervisor is trying.

**What you DON'T LIKE: - Behaviors or conditions that bother you and why**

Leader

- I don't like when a job doesn't get done because members don't understand what needs to be done.

Member

- Sometimes we're not trained properly, or some things aren't shared.
- Team is not informed on what co-worker is working.
- You explain to the co-workers and they don't care so they aren't listening to what you tell them.

Item Ratings - Relationships/Comments

**What you WANT: - Improvements that you desire**

Leader

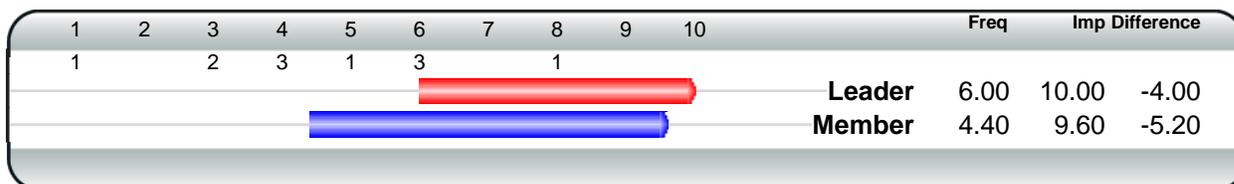
- From the point above, ASK QUESTIONS, take the initiative to find out why.

Member

- Co-workers need to start getting interested in their job more.
- Everyone needs to be informed and shown how to do all aspects of our department.

**6. Job responsibilities are openly discussed and clarified.**

(Role Clarity)



**What you LIKE: - Behaviors or conditions you hope will continue**

Leader

- When members discuss "whose doing what", and volunteer if something is not being done.

Member

- Those that know other positions in the dept, do help when needed.

**What you DON'T LIKE: - Behaviors or conditions that bother you and why**

Leader

- 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".

Member

- Everybody is secretive about what they are doing. This is encouraged by management.
- Jobs are never discussed.
- 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.
- We usually have to help w/others and not all of us know certain things.

**What you WANT: - Improvements that you desire**

Leader

- 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.

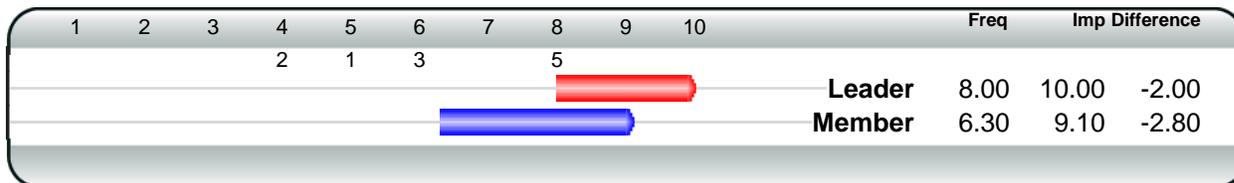
Member

- If we could have a more specific job task.

Item Ratings - Relationships/Comments

**7. There is adequate staffing in appropriate positions to allow us to meet our objectives.**

(Role Clarity)



**What you LIKE: - Behaviors or conditions you hope will continue**

Leader

- Every member is capable of performing her job.

Member

- Management offers overtime when we get overloaded. Also, they have frequently hired "temporary" help.
- Temps

**What you DON'T LIKE: - Behaviors or conditions that bother you and why**

Leader

- When someone is out sick or on vacation, the attitude-"that's not my job" comes out.

Member

- At end of month, its rough to get things done and we have other daily things to do and sometimes we get overwhelmed.

**What you WANT: - Improvements that you desire**

Leader

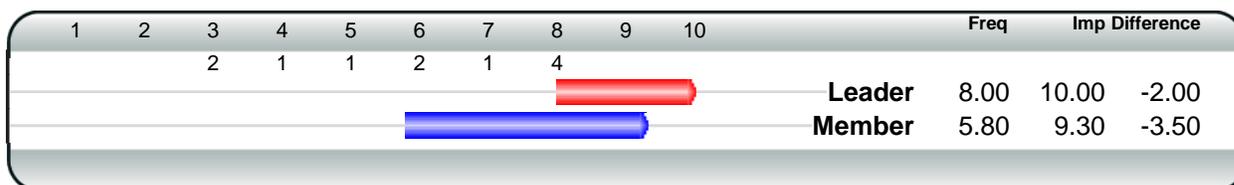
- For everyone to work to their full potential.

Member

- We need a part-time person to do some everyday paperwork.

**8. The right people are in the right jobs.**

(Role Clarity)



**What you LIKE: - Behaviors or conditions you hope will continue**

Leader

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

**What you DON'T LIKE: - Behaviors or conditions that bother you and why**

Leader

- I don't like when the person in the job doesn't want to be in the job.

Member

- Some people would not be right for any job because they don't care.

Item Ratings - Relationships/Comments

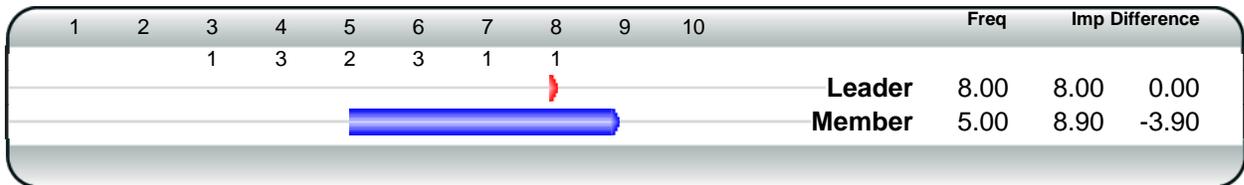
**What you WANT: - Improvements that you desire**

Leader

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

**9. Suggestions made by members are fully explored.**

(Work Environment)



**What you LIKE: - Behaviors or conditions you hope will continue**

Leader

- When members make suggestions to benefit the department.

**What you DON'T LIKE: - Behaviors or conditions that bother you and why**

Leader

- When negative attitudes emerge when the member making the suggestion, doesn't like the decision.

Member

- When asked for ideas, we usually don't say anything because it seems like its not going to get down so why bother.

**What you WANT: - Improvements that you desire**

Leader

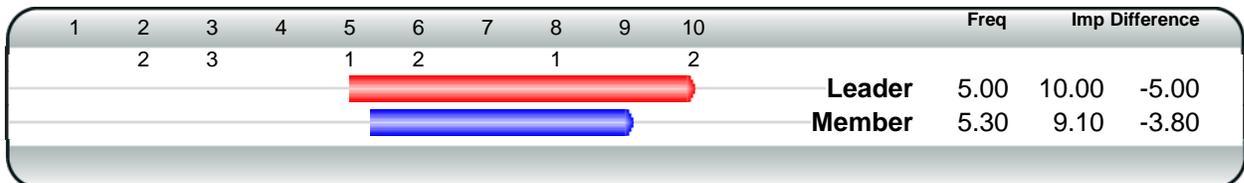
- For members to understand that mgmt does fully investigate every decision and makes a call based on the overall benefit for the dept.

Member

- More consideration of members suggestions should be given.
- Truly good suggestions should be looked into.

**10. Team members help each other if needed.**

(Work Environment)



**What you LIKE: - Behaviors or conditions you hope will continue**

Leader

- When other members offer to help.

Member

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

Item Ratings - Relationships/Comments

**What you DON'T LIKE: - Behaviors or conditions that bother you and why**

Leader

- Comments like "that's not my job".

Member

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

**What you WANT: - Improvements that you desire**

Leader

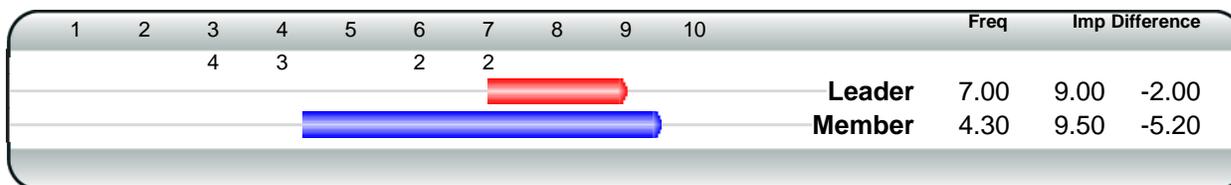
- That everyone could understand that everyone needs help at some time.

Member

- Everyone to work together with a smile.

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

(Work Environment)



**What you LIKE: - Behaviors or conditions you hope will continue**

Leader

- When team members ask for help or clarification from other staff members based on their past experience.

Member

- 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**

Member

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

**What you WANT: - Improvements that you desire**

Leader

- For everyone to keep in mind that we are all different and that's O.K!

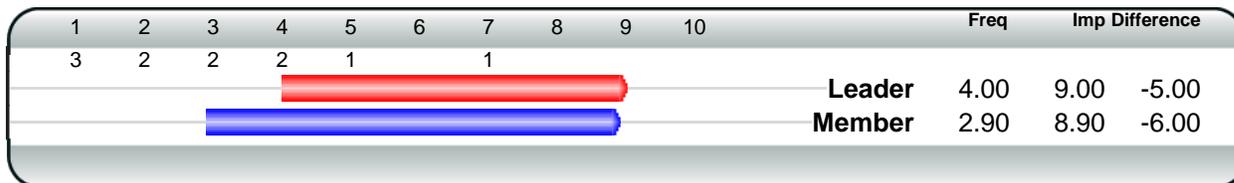
Member

- 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.

Item Ratings - Relationships/Comments

**12. Team members appear to trust each other.**

(Work Environment)



**What you DON'T LIKE: - Behaviors or conditions that bother you and why**

Leader

- "Back stabbing". Friends one minute, and not the next.

Member

- I do not like when one person is favored more than another. One person going to our manager and saying petty things.
- 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.
- Running to the manager with office gossip.

**What you WANT: - Improvements that you desire**

Leader

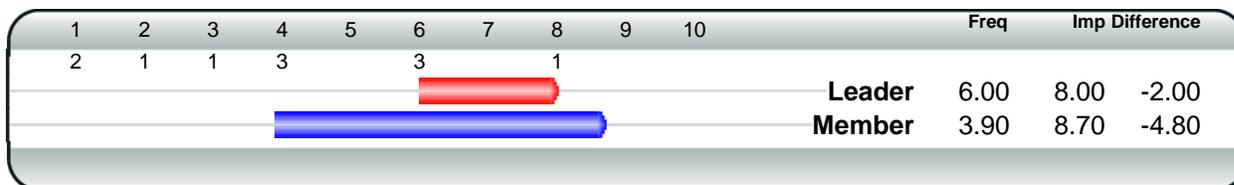
- For team members to be honest with one another.

Member

- We all need to mind our own business.

**13. People seem to enjoy working for this department.**

(Work Environment)



**What you LIKE: - Behaviors or conditions you hope will continue**

Leader

- When members are eager to learn new things.

Member

- 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**

Leader

- When members are here because they have to be.

Member

- Do you have a couple of hours?
- To many petty problems that keeps a good working person from doing their job well.

Item Ratings - Relationships/Comments

**What you DON'T LIKE: - Behaviors or conditions that bother you and why - (cont'd)**

Member

- Too much back stabbing. Never told of changes as a group.

**What you WANT: - Improvements that you desire**

Leader

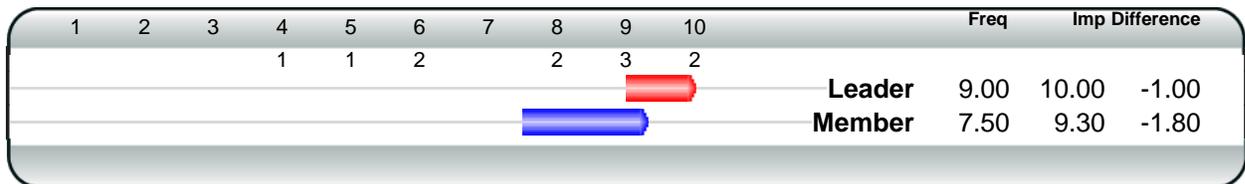
- For all to view this as a fun and exciting place to work and learn- to think of this as a career.

Member

- We need to be informed of things if we are to act as a team-we need to be informed.

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

(Work Environment)



**What you LIKE: - Behaviors or conditions you hope will continue**

Leader

- Utilizing equipment when needed.

**What you DON'T LIKE: - Behaviors or conditions that bother you and why**

Leader

- When members request extravagant materials.

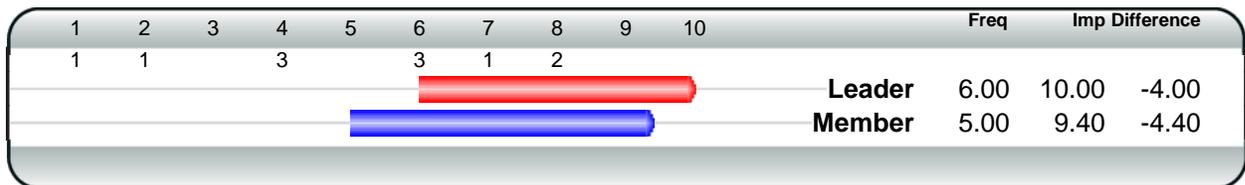
**What you WANT: - Improvements that you desire**

Leader

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

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

(Conflict Management)



**What you LIKE: - Behaviors or conditions you hope will continue**

Leader

- Polite, courteous conversations.

**What you DON'T LIKE: - Behaviors or conditions that bother you and why**

Leader

- Profanity,talking down to someone.

Member

- Disagreeing with one another in this department is not acceptable.

Item Ratings - Relationships/Comments

**What you DON'T LIKE: - Behaviors or conditions that bother you and why - (cont'd)**

Member

- 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.

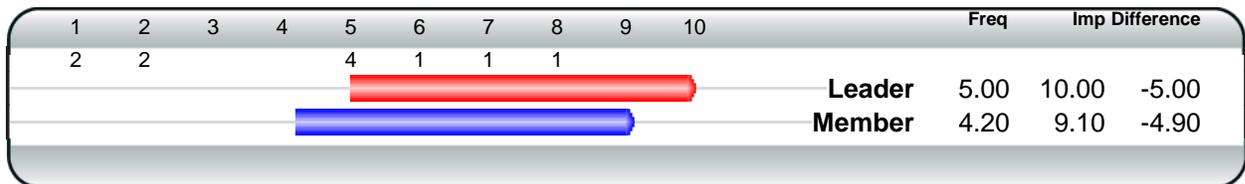
**What you WANT: - Improvements that you desire**

Leader

- Professionalism.

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

(Conflict Management)



**What you LIKE: - Behaviors or conditions you hope will continue**

Leader

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

**What you DON'T LIKE: - Behaviors or conditions that bother you and why**

Leader

- "Beating around the bush".

Member

- 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.
- The argument often starts out, "in another dept they can do it".

**What you WANT: - Improvements that you desire**

Leader

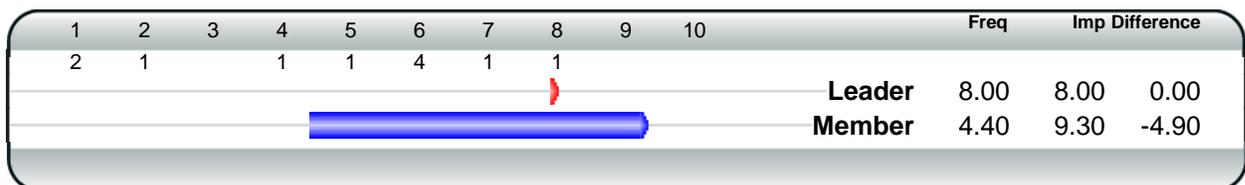
- Be open and honest with everyone.

Member

- 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)



Item Ratings - Relationships/Comments

**What you LIKE: - Behaviors or conditions you hope will continue**

Leader

- *Compromising.*

**What you DON'T LIKE: - Behaviors or conditions that bother you and why**

Leader

- *Assuming a decision was made based on favoritism or mgmt needs.*

Member

- *I would not call it " discussions" we have with management. We are given directives.*

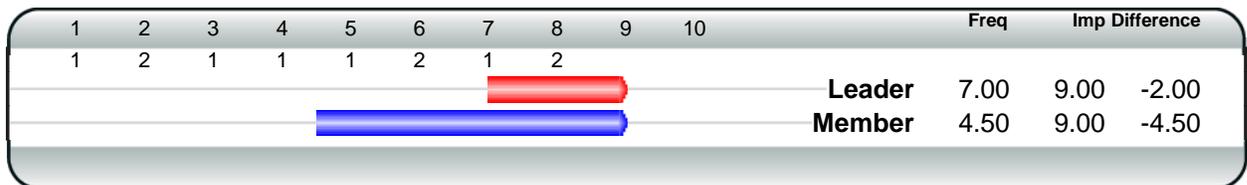
**What you WANT: - Improvements that you desire**

Leader

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

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

(Communication)



**What you LIKE: - Behaviors or conditions you hope will continue**

Leader

- *When all know the decision was based on a variety of view points.*

Member

- *Supervisor is trying.*

**What you DON'T LIKE: - Behaviors or conditions that bother you and why**

Leader

- *Tunnel vision-being concerned with personal view only.*

Member

- *Mgmt makes decisions and most times comes back to us with how things will be.*

- *We are never included in important decisions.*

**What you WANT: - Improvements that you desire**

Leader

- *Keep an open mind.*

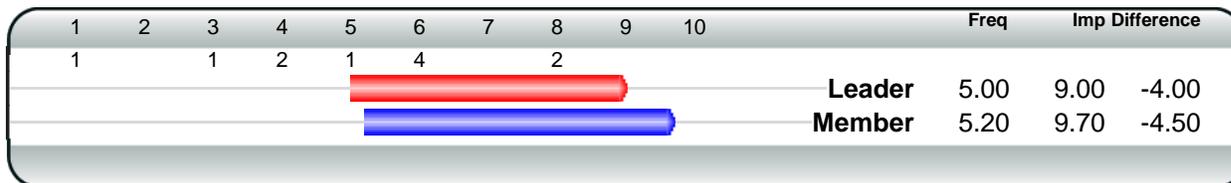
Member

- *To have a greater role in the decisions that directly effect the hands on staff.*

Item Ratings - Relationships/Comments

**19. Team members share information openly and freely.**

(Communication)



**What you LIKE: - Behaviors or conditions you hope will continue**

Leader

- When others announce info that is relevant or important to others.

Member

- People should be able to bounce ideas around with each other.

**What you DON'T LIKE: - Behaviors or conditions that bother you and why**

Leader

- Hoarding info.

Member

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

**What you WANT: - Improvements that you desire**

Leader

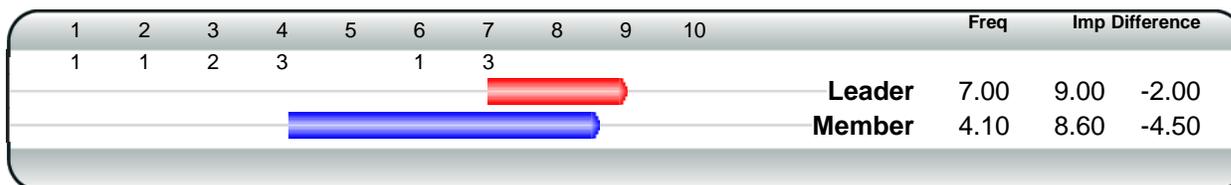
- Be open, honest and helpful.

Member

- 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**

Leader

- When problems are hidden for esxtended periods of time.

Member

- Our dept heads prefer us not to know.
- We are instructed to keep our assignemnts and prjects to ourselves.

**What you WANT: - Improvements that you desire**

Leader

- Keeping management aware of problems and ask for help.

Item Ratings - Relationships/Comments

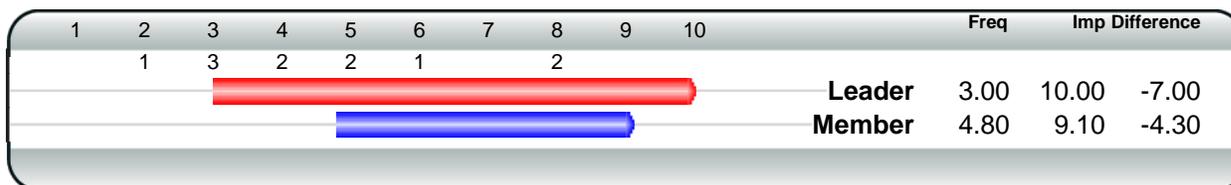
**What you WANT: - Improvements that you desire - (cont'd)**

Member

- I'm not sure about this. Some stuff we don't need to know, but other stuff we do.

**21. The team effectively involves everyone in discussions so that a few people do not dominate.**

(Communication)



**What you LIKE: - Behaviors or conditions you hope will continue**

Member

- 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**

Leader

- Internal leaders-others feeling intimidated.

Member

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

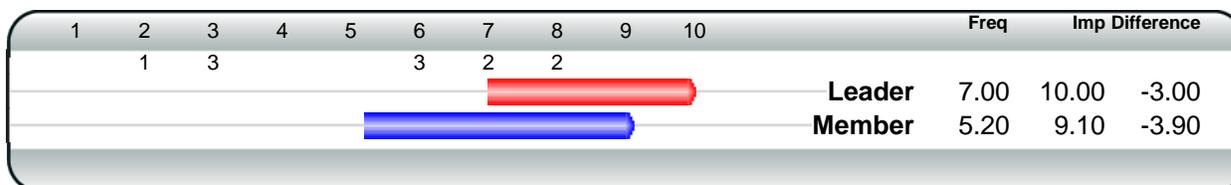
**What you WANT: - Improvements that you desire**

Leader

- Work as a team!

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

(Communication)



**What you LIKE: - Behaviors or conditions you hope will continue**

Leader

- Professionalism.

**What you DON'T LIKE: - Behaviors or conditions that bother you and why**

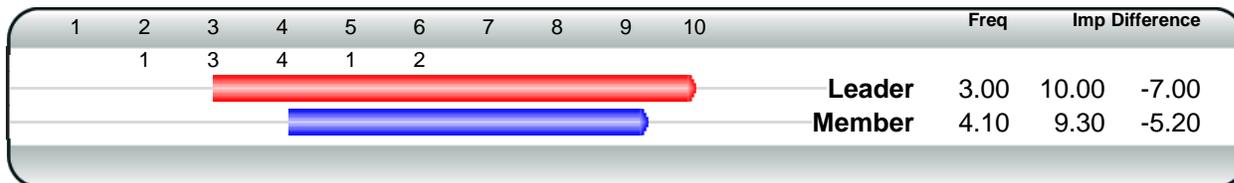
Leader

- Short tempered, non compassionate.

Item Ratings - Relationships/Comments

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

(Performance)



**What you LIKE: - Behaviors or conditions you hope will continue**

Leader

- Everyone's job impacts another.

Member

- Supervisor is trying.

**What you DON'T LIKE: - Behaviors or conditions that bother you and why**

Leader

- When members don't work together.

Member

- 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**

Leader

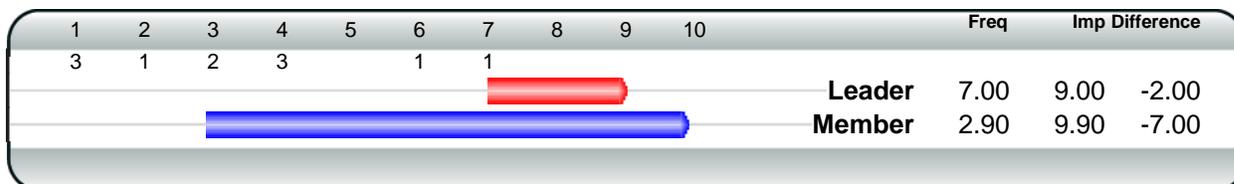
- For members to work as a group.

Member

- They should be reprimanded, not the whole group.

**24. Good performance is recognized and rewarded.**

(Performance)



**What you LIKE: - Behaviors or conditions you hope will continue**

Leader

- For members to know that "thank you", is a recognition.

Member

- We do get told when we do well.

**What you DON'T LIKE: - Behaviors or conditions that bother you and why**

Leader

- Don't like it when staff whines like babies when they don't get the recognition they feel they deserve.

Member

- I don't like when someone needs to be recognized constantly.
- I had to ask my dept head to recognize my good work.

Item Ratings - Relationships/Comments

**What you DON'T LIKE: - Behaviors or conditions that bother you and why - (cont'd)**

Member

- When someone does something good, it should be addressed.

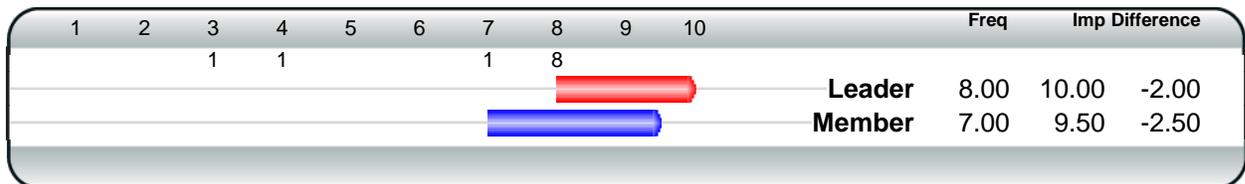
**What you WANT: - Improvements that you desire**

Member

- 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)
- Recognition for work above and beyond daily routine.

**25. Our team's performance gets results.**

(Performance)



**What you LIKE: - Behaviors or conditions you hope will continue**

Leader

- When we are noticed as a dept or pull together to get a job done.

Member

- 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.
- When we do work as a team we accomplish a lot. Unfortunately this doesn't happen enough.

**What you DON'T LIKE: - Behaviors or conditions that bother you and why**

Leader

- When the group suffers because of one person.

Member

- When we bust our rears and are told we need to do more, more, more.

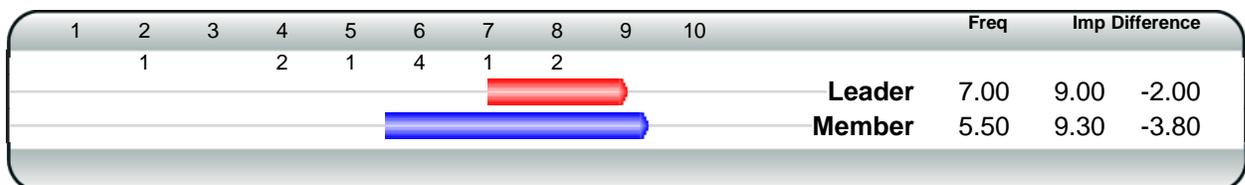
**What you WANT: - Improvements that you desire**

Leader

- Be proud of our work and the dept.

**26. Performance standards are clearly defined.**

(Performance)



Item Ratings - Relationships/Comments

**What you DON'T LIKE: - Behaviors or conditions that bother you and why**

Leader

- "I don't know, I was never told, why should I try it, I'll get a raise even if I don't".

Member

- Sometimes not enough training is given for a project.

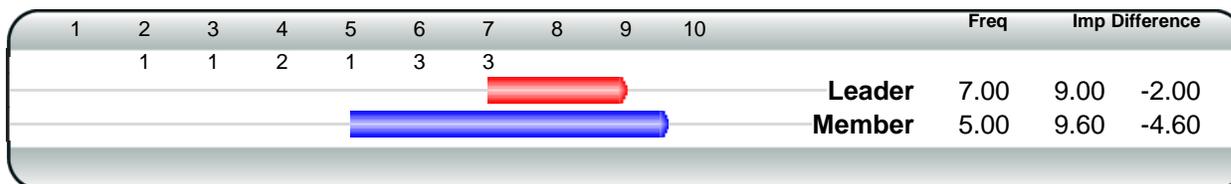
**What you WANT: - Improvements that you desire**

Leader

- Take pride in your work and yourself.

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

(Performance)



**What you LIKE: - Behaviors or conditions you hope will continue**

Leader

- Other mebers helping to show someone how to do something.

Member

- 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**

Leader

- When members don't tell mgmt they need training.

Member

- Its more like...here do it!
- We are trained by a second hand or third hand trainer.

**What you WANT: - Improvements that you desire**

Leader

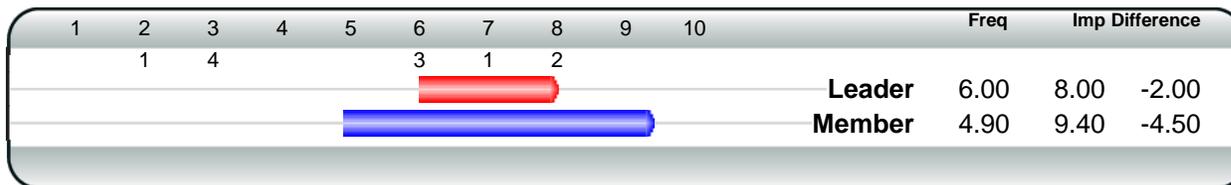
- Ask for help! Ask for training!

Member

- 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)



Item Ratings - Relationships/Comments

**What you LIKE: - Behaviors or conditions you hope will continue**

Leader

- When members do praise each other.

Member

- Certain people will praise.
- There is too much competition going on for that.

**What you DON'T LIKE: - Behaviors or conditions that bother you and why**

Leader

- When the praise goes over the line.

Member

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

**What you WANT: - Improvements that you desire**

Leader

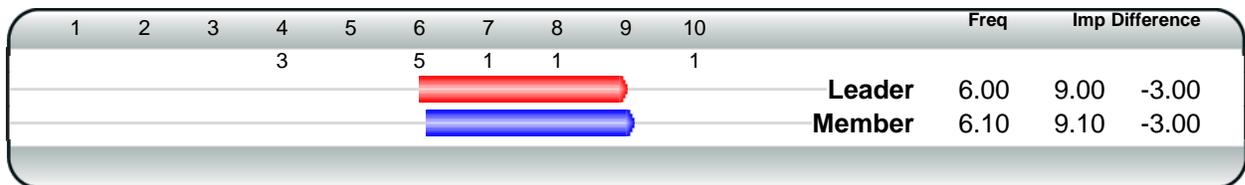
- A happy medium between the two.

Member

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

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

(Feedback)



**What you LIKE: - Behaviors or conditions you hope will continue**

Leader

- When other members give constructive feedback.

**What you DON'T LIKE: - Behaviors or conditions that bother you and why**

Leader

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

**What you WANT: - Improvements that you desire**

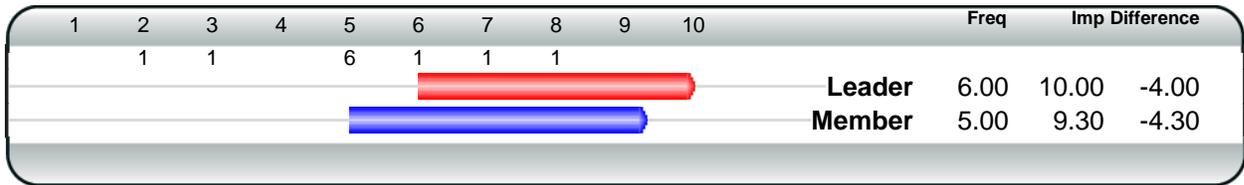
Member

- 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.

Item Ratings - Relationships/Comments

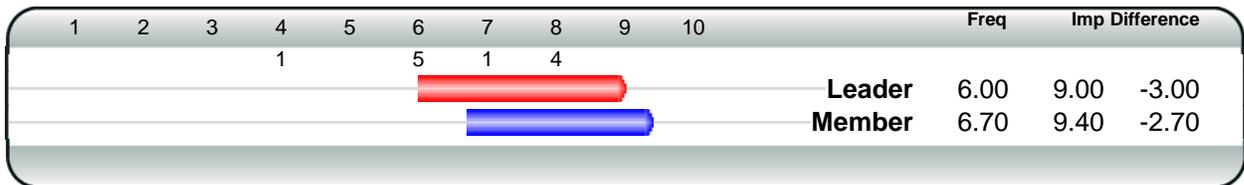
**30. Feedback is provided in a non-judgemental way.**

(Feedback)



**31. The team manages its time effectively.**

(Team Time)



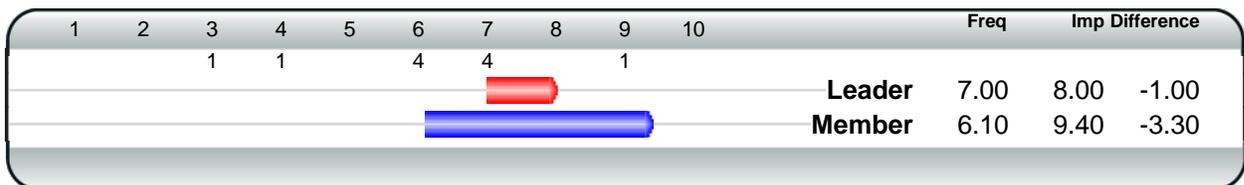
**What you DON'T LIKE: - Behaviors or conditions that bother you and why**

Member

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

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

(Team Time)



**What you LIKE: - Behaviors or conditions you hope will continue**

Leader

- When members contribute to the meeting.

Member

- Supervisor is trying.

**What you DON'T LIKE: - Behaviors or conditions that bother you and why**

Leader

- When people sit there and say nothing.

Member

- Sometimes the issues are danced around instead of being addressed and dealt with.

**What you WANT: - Improvements that you desire**

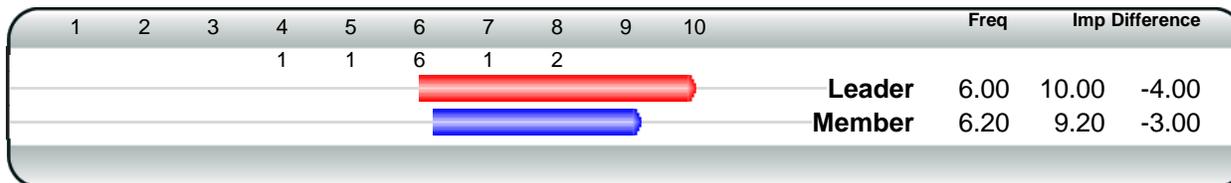
Leader

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

Item Ratings - Relationships/Comments

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

(Problem Solving)



**What you LIKE: - Behaviors or conditions you hope will continue**

Member

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

**What you DON'T LIKE: - Behaviors or conditions that bother you and why**

Leader

- When the staff assumes something without all the facts.

Member

- 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.

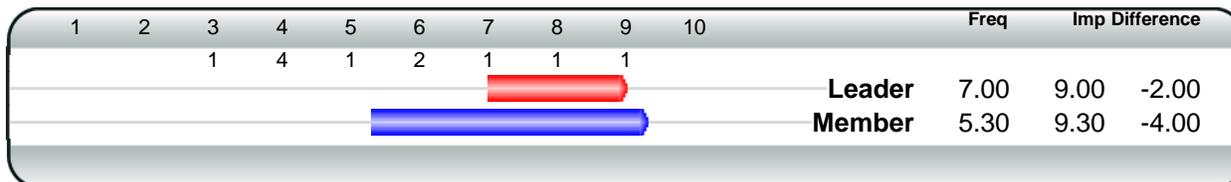
**What you WANT: - Improvements that you desire**

Leader

- Don't assume-Ask!

**34. Team members evaluate alternatives before making decisions.**

(Problem Solving)



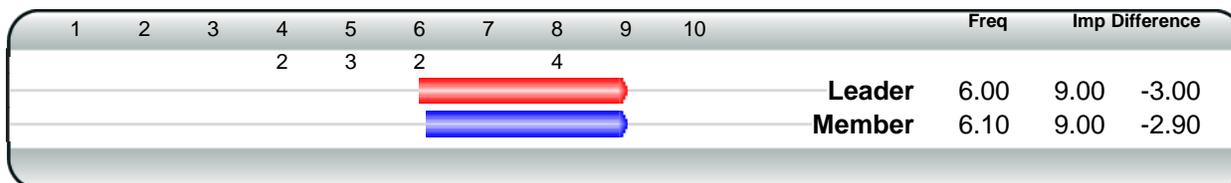
**What you DON'T LIKE: - Behaviors or conditions that bother you and why**

Member

- 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)



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## Item Ratings - Relationships/Comments

### **What you LIKE: - Behaviors or conditions you hope will continue**

*Leader*

- *Open discussions.*

### **What you DON'T LIKE: - Behaviors or conditions that bother you and why**

*Leader*

- *Holding something inside and not getting it resolved.*

*Member*

- *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**

*Leader*

- *Voice needs, suggestions, problems.*

*Member*

- *Issues to be stated more directly. Not, well I think there might be something going on.*
- *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.*

## Summary Questions

**36. In your opinion, how could this team become more effective?***Leader*

- *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.*

*Member*

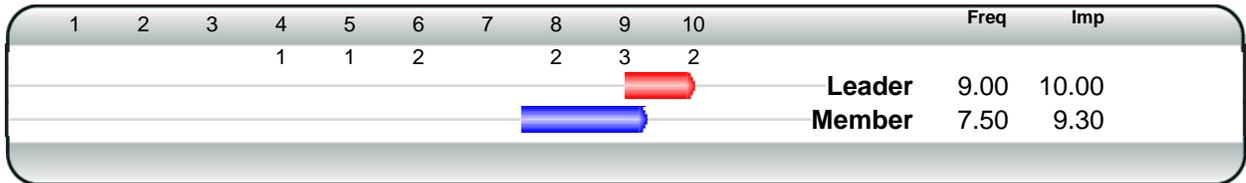
- *For us to work as a team, we need to stop criticizing every and all. Everyone of us has something to say about someone else. Look, all of us are not going to get along. I know we have to work together, and for the most part we do. We do what we need to do to get our job done.*
- *If people realize 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.*
- *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.*
- *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.*
- *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.*
- *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.*
- *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.*
- *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.*

Highest Rated Items

Use this report to quickly assess the greatest strengths of your team and begin to develop a plan to build on those strengths.

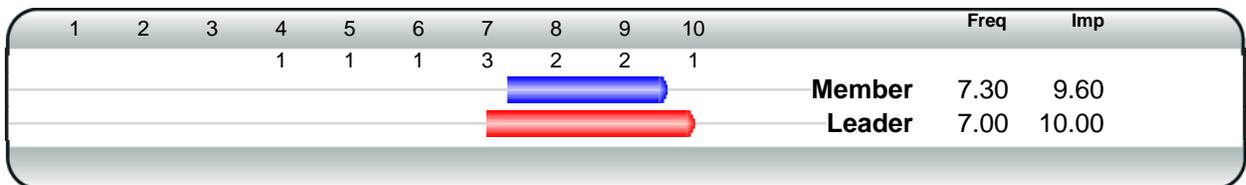
**14. Team members have the work materials they need to do their job.**

*(Work Environment)*



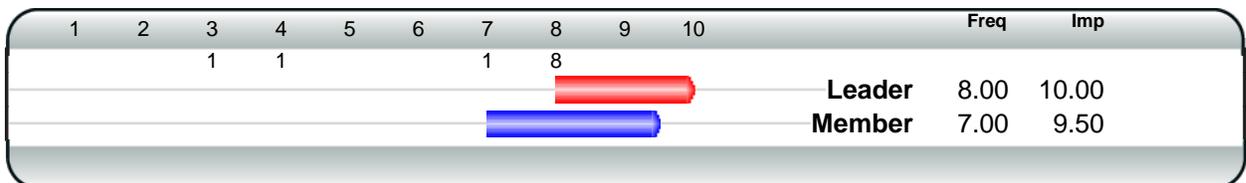
**4. Servicing and satisfying our clients is central to all that we do here.**

*(Purpose)*



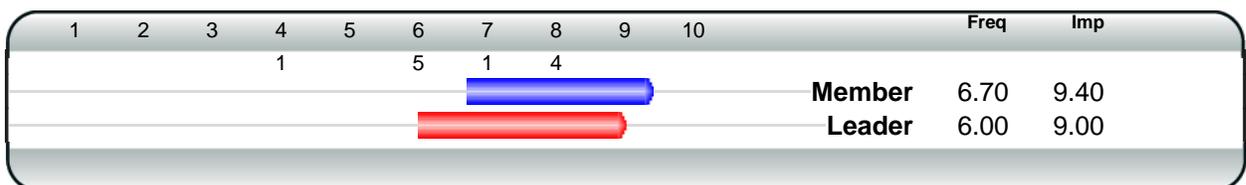
**25. Our team's performance gets results.**

*(Performance)*



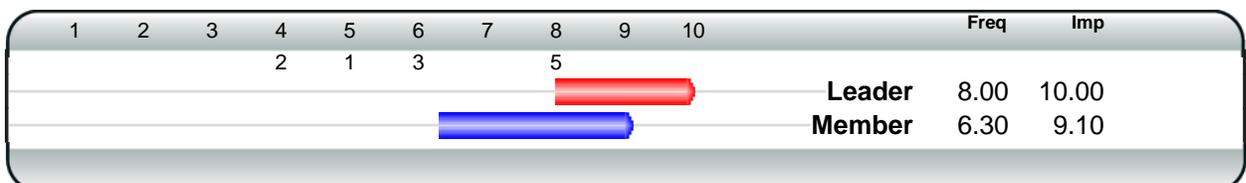
**31. The team manages its time effectively.**

*(Team Time)*



**7. There is adequate staffing in appropriate positions to allow us to meet our objectives.**

*(Role Clarity)*

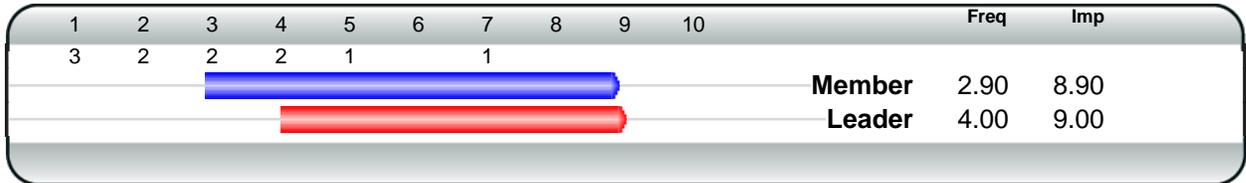


Lowest Rated Items

Use this report to begin a discussion on how team performance can be improved.

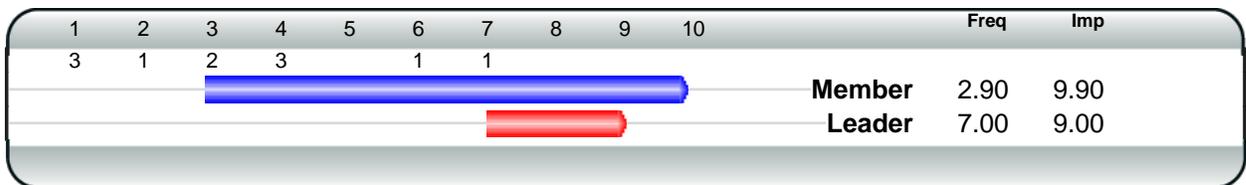
**12. Team members appear to trust each other.**

*(Work Environment)*



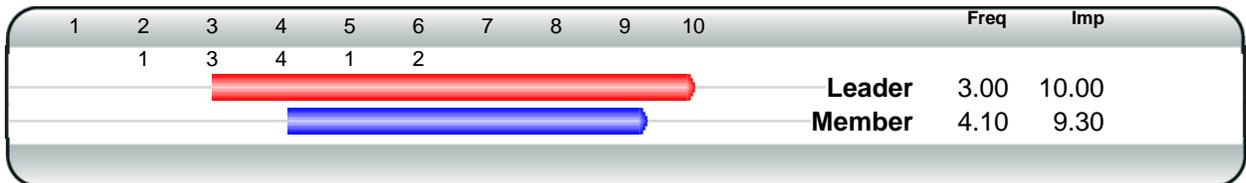
**24. Good performance is recognized and rewarded.**

*(Performance)*



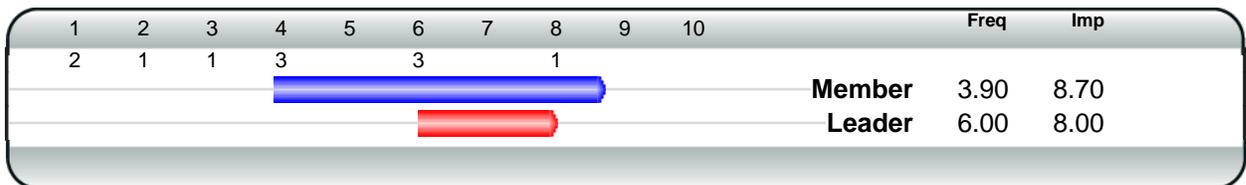
**23. Our team reviews it's roles, performance and expectations, as a group.**

*(Performance)*



**13. People seem to enjoy working for this department.**

*(Work Environment)*



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

*(Purpose)*

