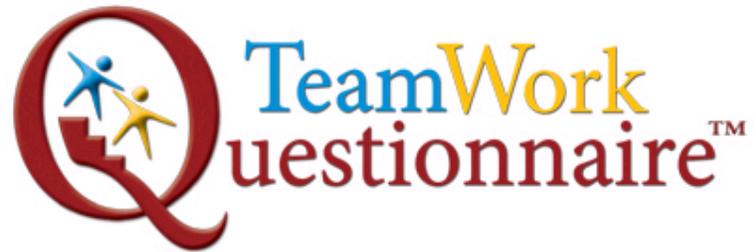


Confidential



TeamWork Questionnaire™
Feedback Report

For

Sample Team



Confidential

TeamWork Questionnaire™ Feedback Report

Overview

To begin to understand team dynamics requires a working definition of "team." In the purest sense, a team is:

An interdependent grouping of individuals organized around a process, each performing a critical function required for process success.

Interdependent is used to imply a relationship among the members of the team such that they each have an influence not only on the success of the team, but on the performance of every other team member. They are inextricably linked to each other through the systemic structure of their operational environment. For example, if a team member is having a "bad hair day," it will affect the performance, cognitively and physically, of every other team member.

Although one could easily generalize team dynamics concepts to living creatures other than people, e.g., a team of sled dogs or a team of horses, our discussion will be confined to humans. People make up the teams as discussed here and are the building blocks of teams. The members of a team are organized in a special relationship around a process that allows the team to accomplish its goal. The efficiency and effectiveness of this relationship, combined with the degree to which team members can successfully perform their part of the process, directly affects the overall success of the team.

Aggregate	Aggregate Team	Work Team	Pure Team
Stock market buyers Department store shoppers	Bowling team Assembly line workers Boxing team Gymnastics team	Day/night shift Typing pool Accounts department	Basketball team Football team Race car pit crew Medical trauma team Special Forces "A" team

In the real world, teams exist on a continuum (Table 1), from an aggregate to the pure team defined above.

Basic Team Requirements

There are five key requirements for being a team. The absence of any one of these will downgrade a potential team to a work group. Each of the requirements is outlined below.

Goal. The performance goal of the team defines its purpose or reason for existence. This becomes the team members' identity. It defines the team's direction, process, boundaries and energy.

Performance Commitment/Focus. To be a team, the members must have a singularity of commitment and focus around the performance of the process for goal achievement. One of the factors which separates work groups from teams is the level of members' commitment and focus. Work groups are like the chicken in a bacon and egg breakfast—the chicken is involved in the breakfast, the pig (team) is committed!

Process. The process consists of all activities the team must perform to accomplish its goal. This is the centering of activity and should be the primary consumer of the team's energy and focus.

Resources. All tangible and intangible variables required to fuel the process activities are resources. These include, but are not limited to: time, space, materials, information, authority, creativity, expertise, money and management support.

Leadership. This is the invisible, but visible, force field that gives life to the team and provides inspiration, direction and discipline to keep the team moving toward its goal. Leadership is the most critical and the most difficult job on the team. As the complexity of the goal (and process) increases, so does the skill level required of the leader.

Members. Team members are the building blocks of the team and the basic units of interpersonal interaction within the team. From them, the personality of the team emanates. All cognitive activities, innovations, creations, conflicts and successes manifest as a result of the combination of unique individuals on the team. Although most teams do not have a lot of options about who is on the team, the make-up of the team significantly affects its success. Team members should be selected based on the skills discussed above and thoroughly trained in those skills.

TeamWork Questionnaire™

The TeamWork Questionnaire™ is an assessment instrument designed to help team members identify their perceptions of how well the team is performing on three TeamWork dimensions: Human, Operational and Cultural. These three dimensions are divided into 18 sub-scales. The sub-scales were chosen based on years of experience in observing the key intangible variables influencing team performance.

The results of the TeamWork Questionnaire™ are used to:

- Identify team developmental needs
- Open lines of communication
- Benchmark team performance
- Measure training effectiveness
- Document performance trends
- Improve team performance
- Develop targeted action plans

You and each of your team members have completed the TeamWork Questionnaire, giving your perceptions of the team's current performance on the three TeamWork dimensions and 18 sub-scales. The scores have been averaged to provide a profile of your team's current state in these areas. The sub-scales have proven to be highly predictive of a team's current performance.

In Appendix C, you will find a graph like the sample on page 8 that shows your team's actual deviation from the national norm on the 18 sub-scales. The national norm provides a benchmark by which to judge your team's current performance. In some cases, the national norm can be replaced by your industry norm or the organization's norm on the scales.

Research indicates that there are certain intangible variables that influence team dynamics. The TeamWork Questionnaire is an assessment instrument designed to provide a method of identifying the team members' perceptions of these intangible variables. The variables have been grouped along the three TeamWork dimensions: Human, Operational and Cultural.

Human Dimension

The human dimension focuses on the interpersonal aspects of team member interaction. Examples of these interactions include how well the team members cooperate and communicate with each other and the level of confidence in the other members. Not working well in this dimension is analogous to friction—it slows down the process while creating heat (interpersonal conflict) and excessive wear (fatigue, loss of motivation, etc.) on the team members. The human dimension can be divided into seven sub-scales: *shared leadership, cooperation, communication, commitment, confidence, freedom to learn from mistakes and happiness.*

Shared Leadership. This scale refers to temporarily "passing the leadership baton" in situations where a team member has the experience to lead or when there is an opportunity to delegate a task to a team member. Sharing leadership not only makes the team more effective, but also develops and cross-trains team members.

Cooperation. Cooperation among the team members is critical to getting the job done. Turfism, "these are my toys and you can't play with them," and sabotaging each other's efforts must be eliminated.

Communication. Communication is one of the most important team member skills. Team members must be proficient at communicating both internally as well as externally with others outside the team. A key aspect of communication is the ability to accurately transmit, receive and interpret information and meaning. This requires constant practice.

Commitment. Being successful requires the commitment of each team member to the team and to each other. Without commitment, they will not give the extra effort required to become a high performing team. Commitment is enhanced when team members understand what is required and develop job competency and role clarification.

Confidence. The team must have confidence in its ability to perform the job. This is one of the hallmarks of a high performing team. Confidence, however, must be realistic and based on ability. Teams with confidence take initiative.

Freedom to Learn from Mistakes. One of Peter and Waterman's findings in *In Search of Excellence* was that the best performing companies and teams encouraged members to take risks in order to find new and better ways of performing their jobs. To encourage this type of risk-taking, the team must provide a climate that allows a freedom to fail—as long as team members learn from their mistakes.

Happiness. This scale refers directly to team members' satisfaction with being on the team and directly affects motivation and willingness to perform at their best.

Operational Dimension

The operational dimension addresses the issues around how the team gets its work accomplished. As discussed above, a team must have a process for reaching its goal. The operational sub-scales are *goal setting, problem solving, adaptability, decision making and use of talents*. These indicate the team members' perceptions of how well the team is performing in the area of operations.

Goal Setting. Teams must be able to plan ahead and set realistic goals. This requires the ability to schedule, be proactive, observe the process and see the big picture.

Problem Solving. Problem solving skills at the team level require interaction and input from team members to develop team solutions that will enhance team performance. Brainstorming and other idea-generation techniques as well as quantitative decision making processes are included in this skill set.

Adaptability. The team will be constantly encountering changes in its environment and must have the skills to predict, identify and pro-actively respond to changes on a real-time basis. Change management, if properly handled, will enhance the team's performance and help reduce the stress level.

Decision Making. This refers to the team's timeliness and effectiveness in making decisions. Making decisions too rapidly or too slowly can adversely affect the team's performance.

Use of Talents. This sub-scale evaluates how well the team is making use of the various team members' talents. The more effectively these talents are being used, the more effective the team tends to be.

Cultural Dimension

The cultural dimension describes the key factors associated with the climate in which the team members interact. These factors can inhibit or enhance the team's performance. The sub-scales include: trust, expressing opinions, cohesion, work values, informal rules and internal competition.

Trust. Trust is one of the most important factors in teamwork and is the primary factor influencing interpersonal behavior on teams. Each team member must trust the others to do their jobs and believe what team members are telling them. Without trust, team members begin to work against each other, and openness and accuracy of communication are significantly degraded. If trust and openness increase faster than communication skills (such as tact), problems might arise from members being too open and making comments that hurt or threaten others. McGregor defines trust as:

I know that you will not—deliberately or accidentally, consciously or unconsciously—take unfair advantage of me. . . . I can put my situation at the moment, my status and self-esteem in the group, our relationship, my job, my career, even my life, in your hands with complete confidence.

Trust is a very fragile concept and can be destroyed by a single careless act or misperception. Actions speak much louder than words when it comes to trust.

Expressing Opinions. This scale addresses the issue of team members being able to freely express their opinions in team meetings or to other team members. It also includes freedom to surface "unpopular" issues with the team/team leader without fear of retribution.

Cohesion. Cohesion is a bonding of team members that unites them with a desire to accomplish the goal by working together. It is a mental, emotional and spiritual association of team members that results from respect, confidence, caring and communication. Cohesion has been described as "human glue." Loyalty and pride can be observed in the committed team members. Research has shown a direct relationship between the level of cohesion on teams and levels of organization identification, job involvement, task motivation, career intent and team performance.

Work Values. When values in general and work values in particular are not shared, it results in degradation of commitment, low satisfaction and, in some cases, conflict among team members. If one team member believes in quality and always performs a job to the best of his/her ability and another doesn't, it sets the stage for escalation to conflict.

Informal Rules. All teams have a set of informal rules by which they operate in addition to the "official" rules. For example, an official rule might be that everyone must have their day planner with them when they attend meetings. An informal rule might be who sits where at the meetings, or who will be the "devil's advocate" to challenge the team's resolve on decisions. Informal rules carry as much or more power as formal rules.

Competition. In some cases competition can be positive. As used here, however, it is negative and represents dysfunctional fighting for resources, "turfism" and/or "back-biting" or interpersonal conflict. The scale is reversed on this sub-scale in order to make a high score correlate with low internal competition.

TeamWork Questionnaire™ Interpretation

The following information will assist you in interpreting the TeamWork Questionnaire™ (TWQ) graph for your team. If you add to the process below your own experience and knowledge of your team, you should have a good understanding of what is currently happening on your team. The TWQ graph for your team is presented in the format of Figure 1. As you can see, the team's result on each of the 18 sub-scales are shown as a deviation from the national norm—the zero line on the graph. The graph gives a snapshot of the team's current perception of its location on the 18 sub-scales. The numbers on the graph represent standard scores and, as such, can be directly compared. That is, a score of .3 on one scale is better than a .1 on any of the other scales. Since the scores represent a deviation from a national norm on each scale, you can see how well the team compares to other teams nationally. The farther to the right of the zero line, the better. The farther to the left of the zero line, the more problematic. (See Appendix A for a more technical discussion of the scores.)

TeamWork Questionnaire™
Blue Team (29 Jan 2001)

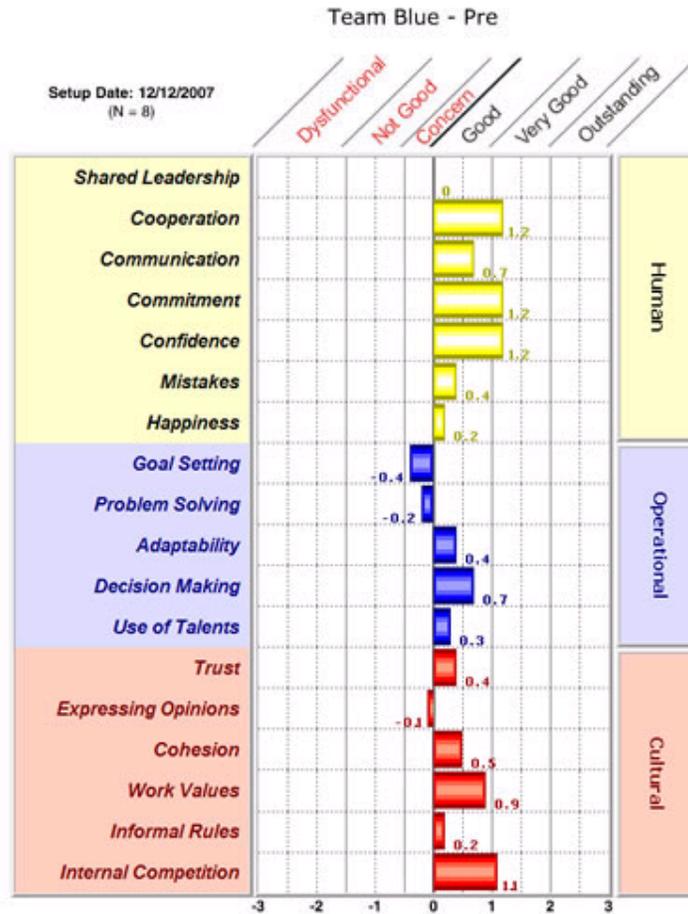


Figure 1
Sample TWQ Graph

In the graph in Figure 1, you can see that this team has scored above the national average on all but two of the sub-scales, Happiness and Expressing Opinions, indicating this team has a high overall opinion of how it is currently operating. A few of the categories reach into the “Very Good” zone.

The first, and biggest, concern for this team is getting the Happiness and Expressing Opinions sub-scales into the positive zone. If the team is not doing a good job with either of these categories, it will soon suffer a degradation in performance—if it hasn't already.

Table 2 shows the score ranges and their accompanying objective ratings. The ranges for the ratings are based on observable differences in teams. That is, if you were observing two teams and one team had a sub-scale in the "Not Good" range and the other team had the same sub-scale in the "Concern" or "Good" range, you would be able to notice a difference in the behavior exhibited by each team.

Teams that have all their sub-scales in the "Good" or higher zone tend to perform significantly better than those teams with all their sub-scales in the "Concern" zone.



Table 2
Scale Ratings

The post-TWQ provides a graphic representation of the effect of any type of intervention (training, team development, etc.) used to enhance the team's performance. TWQ results are presented graphically to allow for a direct comparison between the pre- and post-TWQ scores.

TeamWork Questionnaire™
Blue Team - Post (29 June 2001)

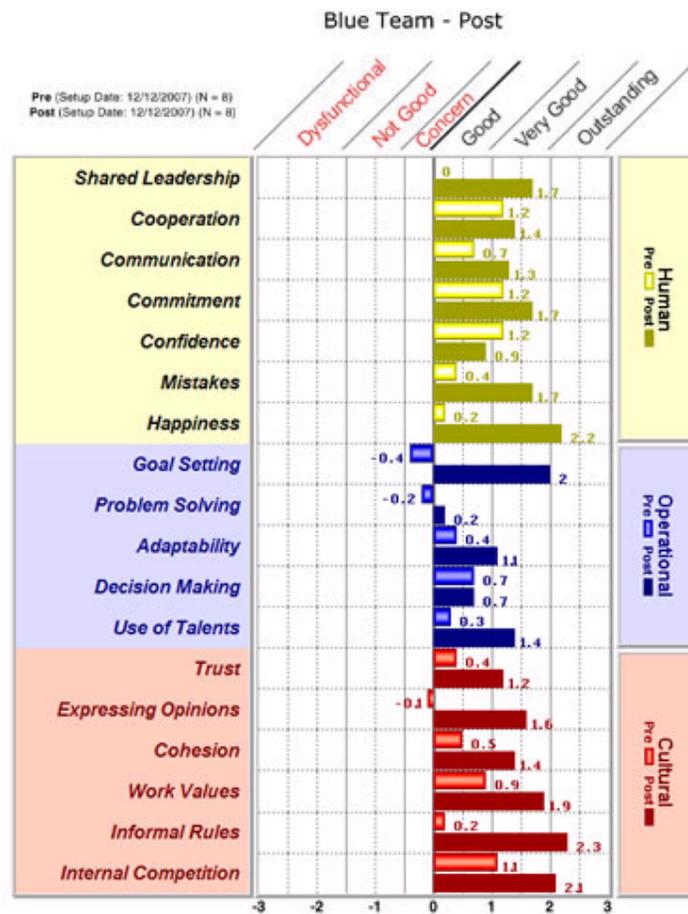


Figure 2
Post TWQ Graph

Figure 2 shows the six-month Post-Assessment of the Blue team. The solid bars represent the sub-scale scores on the Pre-Assessment (same as Figure 1) and the other bars represent the Post-Assessment scores. You can see that the team has made substantial gains in the areas of Shared Leadership, Confidence, Mistakes, Happiness, Goal Setting, and Problem Solving. At the same time, the team has made no improvements in the Work Values area. The Expressing Opinions area deserves special attention because it remains in the Concern Zone.

The TWQ is a dynamic instrument in that it is sensitive to changes in team member perceptions of how well the team is doing in these 18 areas and will give a different profile almost every time. The profile shows changes in how the team is operating across time.

Frequently Asked Questions

"How much of a change does it take to be statistically significant?" There are numerous factors that impact statistical significance, e.g., number of people on the team, the amount of variation in the responses, etc. More practically, we have found that a difference of approximately 0.25 on a scale produces a noticeable change in observable behaviors among team members.

"How do I know which areas to focus on first?" If it is the first TWQ, you should focus on the most negative sub-scales first. For example, in Figure 1 you would want to focus on Expressing Opinions first and then Happiness. If it is the second or later TWQ, then look for areas that have gone from positive to negative.

"Are some of the sub-scales correlated with others such that a change on one scale, e.g., Trust, results in a change in the same direction with another, e.g., Happiness?" Yes. The sub-scales are correlated, and a change in Trust might be accompanied by a change in Happiness. The amount of change will probably be different, and there might not be a change at all.

"What kinds of teams were used to establish the national norms?" The teams used to establish the norms were primarily from the manufacturing industry, but "high tech" teams are also included. The teams came from Georgia-Pacific, NCR, Arcadian, AT&T, just to name a few.

Your TWQ Graph

Turn to Appendix C where the actual TWQ graph for your team is located. If this is your first TWQ, follow the directions in Part A. If it is a second or later TWQ, follow the directions in Part B.

Part A

1. Look at the overall pattern of the graph. Which sub-scales, if any, lie outside the "Good" zone?
2. What explanation might there be for these scores?
3. Are these scores consistent with your observation of the team's behaviors/performance?
4. Use the TeamWork Action Plan below to develop a specific plan for your team.

Part B

1. Look at the overall pattern of the graph. Which sub-scales have improved? Which sub-scales, if any, have changed for the worse?
2. Which sub-scales, if any, lie outside the "Good" zone?
3. What explanation might there be for these scores?
4. Are these scores consistent with your observation of the team's behaviors/performance?
5. Use the TeamWork Action Plan below to develop a specific plan for your team.

TeamWork Questionnaire™

TeamWork Action Plan

This section focuses on the developmental objective of the TWQ and will make the most significant contribution to your team's development program. By taking the time to complete this action plan, you'll be taking the first step toward increasing your team's effectiveness.

To gain the greatest benefit from this tool, you need to keep an open mind and not become defensive. Our experience has shown that this is difficult. Keep in mind that there are no absolute right or wrong answers in this assessment. The most important thing is that your team members are providing you with their perception of how the team is currently operating. Often, this may be in contrast with how you perceive the team. Look at this as an opportunity to learn more about how to make the team more effective.

You are encouraged to meet with your team as soon as possible after receiving your TWQ feedback booklet. Use your TWQ feedback as the basis for discussion. You'll find that the TWQ feedback is a useful communication tool for talking about important aspects of your team's performance.

When you meet with your team members, there are several feedback "Do's" and "Don'ts" to keep in mind.

Do	Don't
Keep an open mind	Argue specific points
Stay positive	Criticize team members
Ask for more later	Defend your position
Take notes	Explain your rationale

A group meeting can create a feeling of safety and make team members feel that they can speak more openly without fear of retribution. You, as the leader, set the tone. Begin by thanking your team members for their time and interest in providing feedback. Remind them that the results are composites or averages of everyone's responses. Ask your team members to examine the TeamWork Questionnaire™ results with you. What does the graph tell them about the collective perception of the team? What patterns, if any, do they see? Some team leaders simply show the graph to their teams and say, "What does this tell us? What's happening here?" Then they listen.

Solicit specific feedback on areas which fell below par and appear to be "not good" or areas for concern. Tell team members that this reflection and sharing is an important step in developing a high performing team. Ask what you can do in areas to improve your own effectiveness as the team leader. Validate what the TWQ indicated while being careful not to "body slam" or react defensively to any individuals giving feedback.

You might also discuss areas to the right of the zero mark, asking what is going well and how you can further help the team improve its effectiveness. Remember that the TWQ is a springboard for discussion. You want to reinforce the good things while redirecting or changing what is getting in the way of your success as a team. Teambuilding is an every day process which is strengthened by good communication. The TWQ helps facilitate this process.

Team members may hesitate to voice their opinions and concerns. Listening with an open mind and a closed mouth will pay tremendous dividends to you in the future. Ask yourself why they see things the way they do instead of explaining your side of the story. Try not to dominate or hurry the conversation, leap to conclusions, appear distracted or disinterested, or lose your temper. Use open-ended questions such as, "Can you tell me more about that?", "Can you give me more specifics about that?", or "What opportunities for improvement do you see?" to draw more information from your team members.

After you have met with your team members, the next step is to develop an action plan for making improvements. Begin by referring to the list of specific areas needing improvement that you identified based on the TWQ feedback and your team meeting. Then, review Appendix B, Immediate Actions, for a list of specific actions you might want to incorporate into your action plan. After reviewing Appendix B, complete the following:

1. Identify your two strongest areas and write these in the blanks below.

a. _____

b. _____

2. Identify ways you can capitalize on each of these areas.

3. Identify your two weakest areas based on the feedback and write them below.

a. _____

b. _____

4. Identify at least two ways (e.g., attend seminars, regular meetings with team members, etc.) you can improve in each of these areas. Be as specific as you can in determining the steps you should take (action) as well as any assistance required to be successful (resources).

To track your individual progress and the effectiveness of your team, conduct subsequent assessments. As you prepare for the follow-up assessments, bear in mind that there will be a change in the expectations of your team members. Therefore, they will have a higher set of standards that they will expect the team to live up to and by which they will measure it. If there is no positive change in the effectiveness of the team between now and the time of your follow-up, the ratings on the TWQ will tend to be lower. It is recommended that you re-administer the TWQ at approximately six-month intervals.

Some organizations have also found it helpful to incorporate the TWQ when forming major project teams. Subsequent assessments are then administered to coincide with and support critical phases of project development. Team members often report feeling freer to discuss issues and concerns while reflecting on the TWQ results, which in turn leads to a better focus on the project itself.

Other teams have used the TeamWork Questionnaire™ as a tool to jumpstart discussion when something seems to be impeding the team's progress. Sometimes the cause is not readily apparent, and sometimes it is so sensitive it might be difficult to approach. The TWQ provides a vehicle for getting team member perceptions on the table so issues can be addressed in a healthy, systematic way.

The TWQ is a viable, dynamic way to take the pulse of a team. It quickly reflects what is going on at the moment and over time. When used as part of the teambuilding process, it can be an invaluable resource to the team leader and team members alike. Through feedback, dialogue and action plans, the team is able to determine where it wants to go and how best to get there. Perhaps even more important for busy team members, the TWQ can show where they have been, where they are and where they want to be as a team.

Appendix B

Immediate Actions

Now that you have reviewed your TWQ graph, it is time to initiate your action plan. This section provides specific behaviors/actions for integration into your action plan. Study your TWQ, then identify which of the following behaviors you need to focus on immediately.

Human Dimension

Shared Leadership

- Express trust in your team members.
- Give them a job to do and leave them alone.
- Select one from a list of priorities to allow them time to learn as they practice.
- Make sure that the team member who is given the delegated task is also given authority to ensure total task completion.
- Avoid looking over team members' shoulders, but require periodic reports to ascertain the status of delegated tasks.

Cooperation

- Identify and recognize/reward cooperation among team members.
- Conduct teambuilding exercises that require cooperation.
- Emphasize the importance of cooperation.

Communication

- When giving directions or task assignments, take time to ask a team member about his/her understanding of the assignment.
- When receiving directions or task assignments from your boss, take time to relate back your understanding of the instructions and the time frame established for accomplishment.
- Practice listening closely to team members and your boss.
- Practice effective listening by hearing words spoken, interpreting the nonverbal gestures and assessing the emotional element present during the communication.

Commitment

- Conduct a team meeting to identify personal goals in relation to the team's goals.
- Determine the degree of goal alignment.
- Find ways to increase goal alignment.

Confidence

- Recognize individuals and the team for doing a good job.
- Cause the team to stretch.
- Conduct confidence building exercises.

Freedom To Make Mistakes

- Establish wide boundaries for risk-taking.
- Conduct sessions to discuss lessons learned.
- Avoid making the same mistakes.
- Create a learning environment.

Happiness

- Have a meeting to identify what team members like and dislike about the team.
- Find ways to increase the "likes" and decrease the "dislikes."

Operational Dimension

Goal Setting

- Spend time to ensure that team members understand the goals of the organization.
- Have team members establish their own goals, then work with them to ensure that the goals are realistic and measurable.
- Compare individual goals with the team's goals.
- Take time to review team members' job descriptions.
- Make sure that all team members are clear about their roles in the workplace and how their goals fit with those of their co-workers and the team.

Problem Solving

- Identify all aspects of a problem when practical before making a decision. Don't "shoot from the hip."
- Spend time generating alternatives.
- Include others as a valuable resource and a means for examining alternative perspectives.
- Prioritize solutions and select one.
- Design a plan to evaluate the results once a solution has been implemented.

Adaptability

- Identify factors that might be hampering the team's adaptability.
- Conduct training that encourages more open-mindedness and the positive aspects of change.
- Conduct teambuilding exercises that cause the team to have to adapt quickly to changing situations.

Decision Making

- Analyze alternatives.
- Avoid the trap of procrastination.
- Prioritize decisions to be made and set a time frame for making them.
- Follow up on important decisions.

Use of Talents

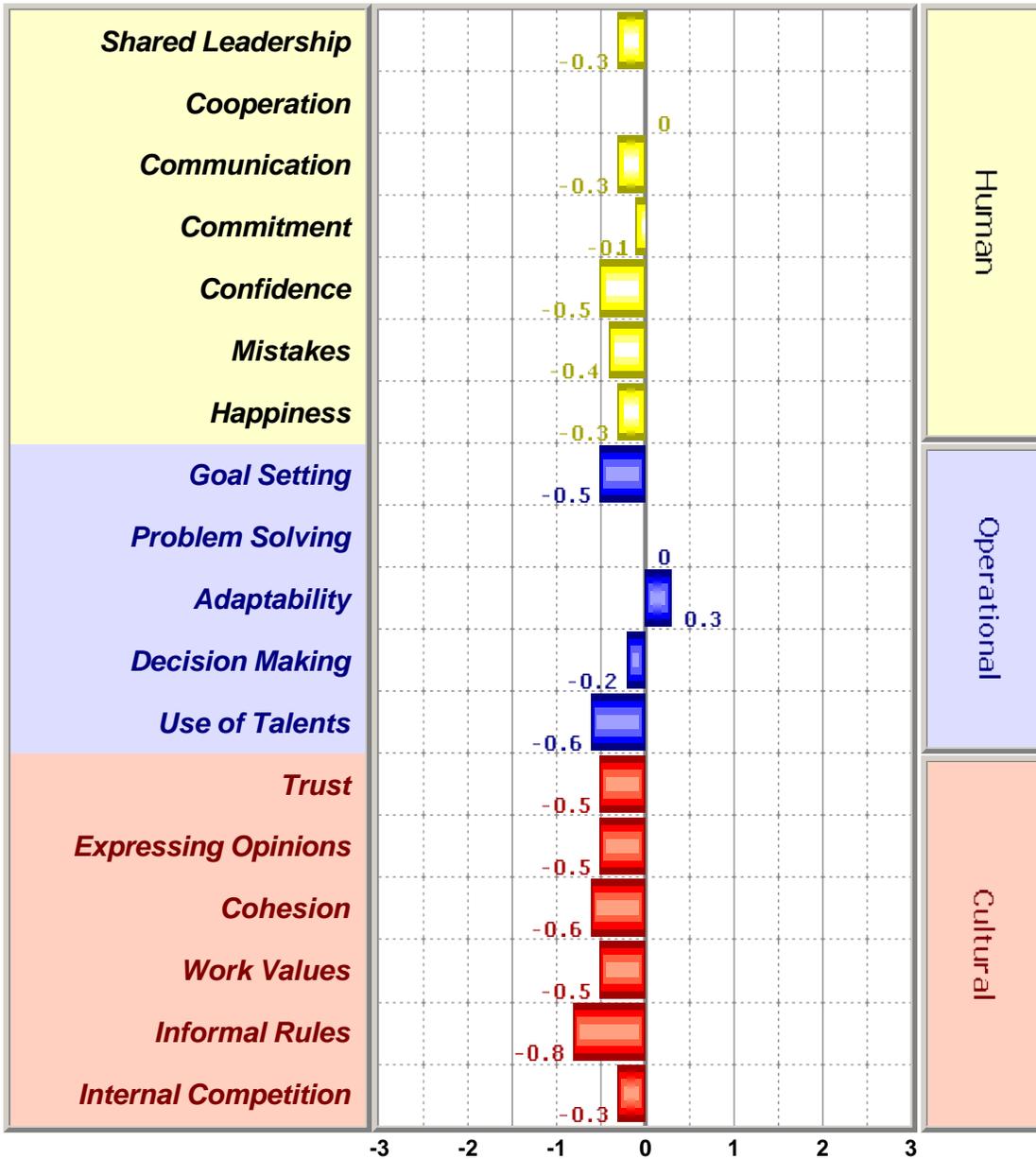
- Have a team meeting to discuss the various talents of team members and how they might be used more effectively.
- As the team leader, take advantage of team member talents whenever possible.
- Delegate tasks to team members.
- Solicit input from individual team members regarding contributions they want to make.

Appendix C TeamWork Questionnaire™ Graph

Sample Team

Setup Date: 7/29/2008
(N = 23)

Dysfunctional *Not Good* *Concern* *Good* *Very Good* *Outstanding*



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