

**Dattner Consulting**

[www.dattnerconsulting.com](http://www.dattnerconsulting.com)

[info@dattnerconsulting.com](mailto:info@dattnerconsulting.com)

Team Survey  
**Sample Team**

**Feedback Report**

6/4/2009

# About This Survey

Sample Team, 6/4/2009

This multi-rater survey is designed to assist your team in assessing and developing its effectiveness. As an aggregated report of the perceptions of the members of the team, it is intended to:

- Help your team identify its strengths and areas for improvement
- Enable the individual members of the team to better understand each others' perspectives
- Serve as a quantitative baseline for the team's progress over time
- Catalyze constructive discussions about how the team can be more effective
- Demonstrate that the team is open to feedback and committed to continuous improvement

## Rater Groups That Provided Feedback

Rater Group	# of Respondents (n)	# Invited to Participate
Team July 2009	9	11

## About The Rating Scale

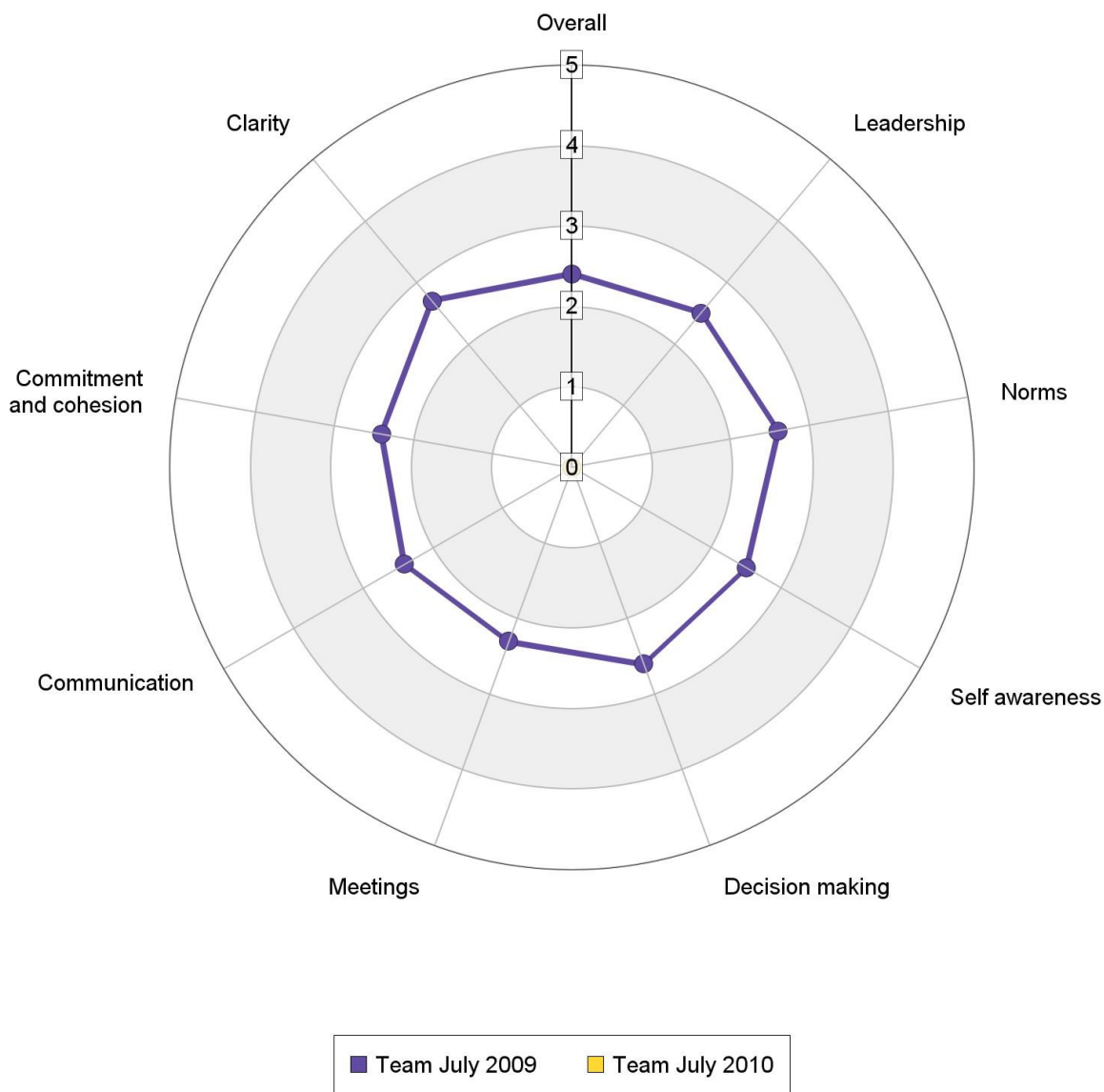
Scale Option	Assigned Value
n/a	0
strongly disagree	1
disagree	2
neutral	3
agree	4
strongly agree	5

**Reverse scored items:** In order to make safeguard against response bias and to ensure that respondents read each question carefully, questions 3 and 6 in each category are negatively worded. In the final report, they are "reverse scored", meaning that the response that was given is subtracted from 6. This reverse scoring ensures that in the final report, higher scores are always better. For example, if a respondent answers question 3 "There is ambiguity on the team about what different team members are responsible for" with a "1" for "strongly disagree", that is reported as a 5. If the respondent answered "5" for "strongly agree" with question 3, that is reported as a 1.

# Team Competency Profile

Sample Team, 6/4/2009

The Competency Profile radar chart below shows scores with each rating group across all Competencies. Radar charts are useful in easily spotting gaps between Rater groups' ratings of a team. More favorable scores fall toward the outside of the chart.



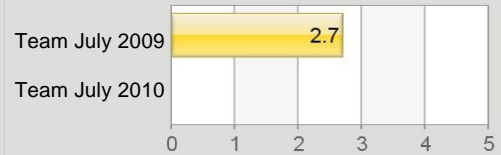
# Competency Summary

Sample Team, 6/4/2009

Summary of all competency groups sorted by Rater group.

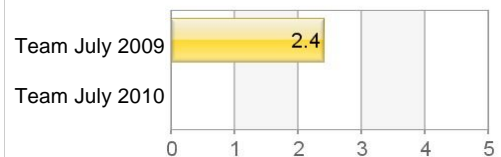
## Clarity

- The team's function and purpose is clear
- Individual roles, responsibilities and levels of authority are clear
- There is ambiguity on the team about what different team members are responsible for (Reverse Scored Item)
- The team as a whole receives clear feedback about its performance
- Individuals on the team receive clear feedback about their performance
- It is unclear what the team is collectively accountable for (Reverse Scored Item)
- It is clear why the team is structured the way it is
- The clarity of roles and responsibilities is becoming clearer over time



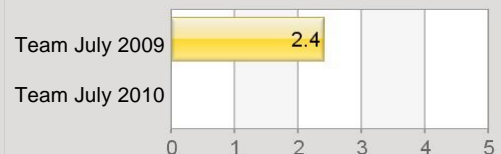
## Commitment and cohesion

- The members of the team are committed to the team's success
- Members of the team enjoy, and are energized by, working with one another
- The members of the team do not trust one another (Reverse Scored Item)
- Individuals on the team are willing to sacrifice their individual interest for the good of the team as a whole
- Members of the team feel a strong sense of collective accountability and interdependence
- There are unproductive personal tensions between individual members of the team (Reverse Scored Item)
- This is one of the most cohesive teams I have worked on in my career
- Our ability to effectively collaborate with one another is increasing over time



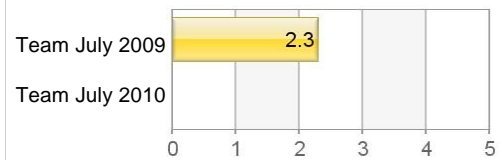
## Communication

- People on the team do their best to keep one another in the loop
- There is open communication and people speak up and share their true feelings and concerns
- It is unclear where members of the team stand on important issues (Reverse Scored Item)
- Members of the team listen to one another and verify their shared understanding
- The team speaks with one voice to the rest of the organization about critical issues
- There are often 'elephants in the room' and tensions and conflicts that the group does not surface or resolve (Reverse Scored Item)
- When people disagree with one another, they do so in a constructive and respectful manner
- The team's communication is improving over time



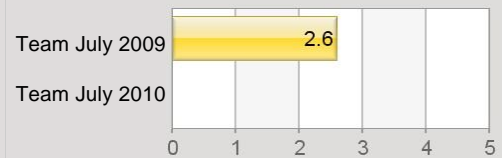
## Meetings

- The team's meetings are efficient and effective
- The team successfully structures its meetings most of the time
- Members of the team often wonder why issues discussed in team meetings can't be resolved offline (Reverse Scored Item)
- It is clear during meetings who has what role and why
- At the end of meetings, accountabilities and next steps are clear to everyone
- Team meetings are characterized by a high degree of dissatisfaction and frustration (Reverse Scored Item)
- Important decisions get made during the team's meetings
- The team's meetings are becoming more efficient and effective over time



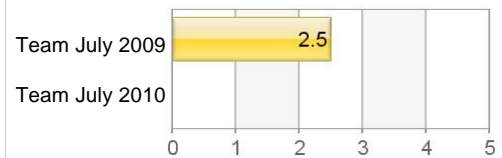
## Decision making

- The team arrives at decisions that are generally better than if decisions had been made by individuals on the team
- The team generally learns from bad decisions and does not repeat them
- The team takes too long to make decisions and misses opportunities as a result of delays (Reverse Scored Item)
- The team uses a good process for decision making, considering a wide enough set of scenarios and contingencies
- The team as a whole delegates the decisions to the appropriate individual members of the team
- The team rushes to judgment and makes decisions without having fully analyzed potential risks and rewards (Reverse Scored Item)
- Decisions are not made before everyone on the team has had an opportunity to share a point of view
- The quality of the team's decision making is improving over time



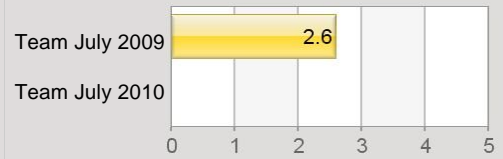
## Self awareness

- Individual members of the team are self-aware about how they come across to others
- Members of the team explicitly point out when the team has shifted strategy or direction
- The team does not recognize when it is repeating strategies or tactics that have not worked in the past (Reverse Scored Item)
- Members of the team admit mistakes, apologize, and share learnings with one another
- The team engages in periodic process checks to discuss how things are going
- The team approaches tasks mindlessly, as if on autopilot (Reverse Scored Item)
- Individual members of the team are becoming more self aware over time
- The team is becoming more self aware over time



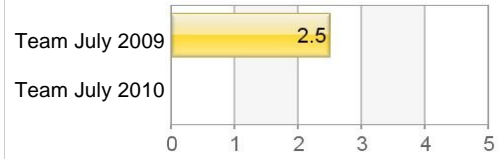
## Norms

- The team has developed good norms for most important aspects of the team's interactions
- The team is willing to change its strategy and approach in order to adapt to change
- The team does not handle conflict well with other teams or external entities (Reverse Scored Item)
- Differences and diversity are welcomed and validated by the team
- The team celebrates its accomplishments as a team
- The team unfairly singles out certain members for credit when things go well or blame when things go wrong (Reverse Scored Item)
- Meeting and exceeding the needs of internal and/or external customers is a priority for the team
- The norms of the team are improving over time



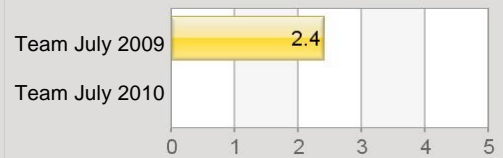
## Leadership

- Power in this team is based on expertise rather than position or seniority
- The leader of the team provides coaching and cares about developing the capabilities of the members of the team
- The leader of the team acts too much like a member of the team to be able to effectively lead (Reverse Scored Item)
- Members of the team trust that the leader will be as supportive as possible
- The leader of the team provides support and empowerment to the team
- The team defers too much to its leader and does not make independent decisions (Reverse Scored Item)
- The leader of the team intervenes appropriately to help create an environment which is conducive to high team performance
- The leadership of the team is improving over time



## Overall

- I'm glad to be a member of this team
- This team is performing well
- This team's performance is improving over time



















# Individual Survey Items

Sample Team, 6/4/2009

Graphs below show ratings on each survey item, sorted by Rater Group

Survey Item	Responses by Rater Group												
<p><b>Clarity</b></p> <p>1. The team's function and purpose is clear</p>	<table border="1"> <thead> <tr> <th>Team</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Team July 2009</td> <td>5</td> <td>2</td> <td>9</td> </tr> <tr> <td>Team July 2010</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Team	Hi	Lo	n	Team July 2009	5	2	9	Team July 2010	0	0	0
Team	Hi	Lo	n										
Team July 2009	5	2	9										
Team July 2010	0	0	0										
<p><b>Clarity</b></p> <p>2. Individual roles, responsibilities and levels of authority are clear</p>	<table border="1"> <thead> <tr> <th>Team</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Team July 2009</td> <td>5</td> <td>1</td> <td>9</td> </tr> <tr> <td>Team July 2010</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Team	Hi	Lo	n	Team July 2009	5	1	9	Team July 2010	0	0	0
Team	Hi	Lo	n										
Team July 2009	5	1	9										
Team July 2010	0	0	0										
<p><b>Clarity</b></p> <p>3. There is ambiguity on the team about what different team members are responsible for (Reverse Scored Item)</p>	<table border="1"> <thead> <tr> <th>Team</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Team July 2009</td> <td>5</td> <td>1</td> <td>9</td> </tr> <tr> <td>Team July 2010</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Team	Hi	Lo	n	Team July 2009	5	1	9	Team July 2010	0	0	0
Team	Hi	Lo	n										
Team July 2009	5	1	9										
Team July 2010	0	0	0										
<p><b>Clarity</b></p> <p>4. The team as a whole receives clear feedback about its performance</p>	<table border="1"> <thead> <tr> <th>Team</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Team July 2009</td> <td>5</td> <td>1</td> <td>9</td> </tr> <tr> <td>Team July 2010</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Team	Hi	Lo	n	Team July 2009	5	1	9	Team July 2010	0	0	0
Team	Hi	Lo	n										
Team July 2009	5	1	9										
Team July 2010	0	0	0										
<p><b>Clarity</b></p> <p>5. Individuals on the team receive clear feedback about their performance</p>	<table border="1"> <thead> <tr> <th>Team</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Team July 2009</td> <td>5</td> <td>1</td> <td>9</td> </tr> <tr> <td>Team July 2010</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Team	Hi	Lo	n	Team July 2009	5	1	9	Team July 2010	0	0	0
Team	Hi	Lo	n										
Team July 2009	5	1	9										
Team July 2010	0	0	0										
<p><b>Clarity</b></p> <p>6. It is unclear what the team is collectively accountable for (Reverse Scored Item)</p>	<table border="1"> <thead> <tr> <th>Team</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Team July 2009</td> <td>4</td> <td>1</td> <td>9</td> </tr> <tr> <td>Team July 2010</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Team	Hi	Lo	n	Team July 2009	4	1	9	Team July 2010	0	0	0
Team	Hi	Lo	n										
Team July 2009	4	1	9										
Team July 2010	0	0	0										
<p><b>Clarity</b></p> <p>7. It is clear why the team is structured the way it is</p>	<table border="1"> <thead> <tr> <th>Team</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Team July 2009</td> <td>5</td> <td>2</td> <td>9</td> </tr> <tr> <td>Team July 2010</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Team	Hi	Lo	n	Team July 2009	5	2	9	Team July 2010	0	0	0
Team	Hi	Lo	n										
Team July 2009	5	2	9										
Team July 2010	0	0	0										
<p><b>Clarity</b></p> <p>8. The clarity of roles and responsibilities is becoming clearer over time</p>	<table border="1"> <thead> <tr> <th>Team</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Team July 2009</td> <td>5</td> <td>1</td> <td>9</td> </tr> <tr> <td>Team July 2010</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Team	Hi	Lo	n	Team July 2009	5	1	9	Team July 2010	0	0	0
Team	Hi	Lo	n										
Team July 2009	5	1	9										
Team July 2010	0	0	0										

<p><b>Commitment and cohesion</b></p> <p>9. The members of the team are committed to the team's success</p>	<p>Team July 2009: 3.1</p> <p>Team July 2010: 0</p>	<p>Hi Lo n</p> <p>5 2 9</p> <p>0</p>
<p><b>Commitment and cohesion</b></p> <p>10. Members of the team enjoy, and are energized by, working with one another</p>	<p>Team July 2009: 2.3</p> <p>Team July 2010: 0</p>	<p>Hi Lo n</p> <p>5 1 9</p> <p>0</p>
<p><b>Commitment and cohesion</b></p> <p>11. The members of the team do not trust one another (Reverse Scored Item)</p>	<p>Team July 2009: 2.1</p> <p>Team July 2010: 0</p>	<p>Hi Lo n</p> <p>5 1 9</p> <p>0</p>
<p><b>Commitment and cohesion</b></p> <p>12. Individuals on the team are willing to sacrifice their individual interest for the good of the team as a whole</p>	<p>Team July 2009: 2.7</p> <p>Team July 2010: 0</p>	<p>Hi Lo n</p> <p>5 1 9</p> <p>0</p>
<p><b>Commitment and cohesion</b></p> <p>13. Members of the team feel a strong sense of collective accountability and interdependence</p>	<p>Team July 2009: 2.9</p> <p>Team July 2010: 0</p>	<p>Hi Lo n</p> <p>5 1 9</p> <p>0</p>
<p><b>Commitment and cohesion</b></p> <p>14. There are unproductive personal tensions between individual members of the team (Reverse Scored Item)</p>	<p>Team July 2009: 1.7</p> <p>Team July 2010: 0</p>	<p>Hi Lo n</p> <p>5 1 9</p> <p>0</p>
<p><b>Commitment and cohesion</b></p> <p>15. This is one of the most cohesive teams I have worked on in my career</p>	<p>Team July 2009: 1.9</p> <p>Team July 2010: 0</p>	<p>Hi Lo n</p> <p>4 1 9</p> <p>0</p>
<p><b>Commitment and cohesion</b></p> <p>16. Our ability to effectively collaborate with one another is increasing over time</p>	<p>Team July 2009: 2.1</p> <p>Team July 2010: 0</p>	<p>Hi Lo n</p> <p>4 1 9</p> <p>0</p>

<p><b>Communication</b></p> <p>17. People on the team do their best to keep one another in the loop</p>	<p>Team July 2009  2.1</p> <p>Team July 2010 </p>	<p>Hi Lo n</p> <p>5 1 9</p> <p>0</p>
<p><b>Communication</b></p> <p>18. There is open communication and people speak up and share their true feelings and concerns</p>	<p>Team July 2009  1.9</p> <p>Team July 2010 </p>	<p>Hi Lo n</p> <p>5 1 9</p> <p>0</p>
<p><b>Communication</b></p> <p>19. It is unclear where members of the team stand on important issues (Reverse Scored Item)</p>	<p>Team July 2009  3.2</p> <p>Team July 2010 </p>	<p>Hi Lo n</p> <p>5 2 9</p> <p>0</p>
<p><b>Communication</b></p> <p>20. Members of the team listen to one another and verify their shared understanding</p>	<p>Team July 2009  2.3</p> <p>Team July 2010 </p>	<p>Hi Lo n</p> <p>5 1 9</p> <p>0</p>
<p><b>Communication</b></p> <p>21. The team speaks with one voice to the rest of the organization about critical issues</p>	<p>Team July 2009  3.1</p> <p>Team July 2010 </p>	<p>Hi Lo n</p> <p>5 1 9</p> <p>0</p>
<p><b>Communication</b></p> <p>22. There are often 'elephants in the room' and tensions and conflicts that the group does not surface or resolve (Reverse Scored Item)</p>	<p>Team July 2009  2.2</p> <p>Team July 2010 </p>	<p>Hi Lo n</p> <p>5 1 9</p> <p>0</p>
<p><b>Communication</b></p> <p>23. When people disagree with one another, they do so in a constructive and respectful manner</p>	<p>Team July 2009  2.6</p> <p>Team July 2010 </p>	<p>Hi Lo n</p> <p>5 1 9</p> <p>0</p>
<p><b>Communication</b></p> <p>24. The team's communication is improving over time</p>	<p>Team July 2009  2</p> <p>Team July 2010 </p>	<p>Hi Lo n</p> <p>4 1 9</p> <p>0</p>

<p><b>Meetings</b></p> <p>25. The team's meetings are efficient and effective</p>	<p>Team July 2009: 2.6</p> <p>Team July 2010: 0</p>	<p>Hi Lo n</p> <p>5 1 9</p> <p>0</p>
<p><b>Meetings</b></p> <p>26. The team successfully structures its meetings most of the time</p>	<p>Team July 2009: 2.5</p> <p>Team July 2010: 0</p>	<p>Hi Lo n</p> <p>4 2 9</p> <p>0</p>
<p><b>Meetings</b></p> <p>27. Members of the team often wonder why issues discussed in team meetings can't be resolved offline (Reverse Scored Item)</p>	<p>Team July 2009: 1.9</p> <p>Team July 2010: 0</p>	<p>Hi Lo n</p> <p>4 1 9</p> <p>0</p>
<p><b>Meetings</b></p> <p>28. It is clear during meetings who has what role and why</p>	<p>Team July 2009: 2.8</p> <p>Team July 2010: 0</p>	<p>Hi Lo n</p> <p>5 1 9</p> <p>0</p>
<p><b>Meetings</b></p> <p>29. At the end of meetings, accountabilities and next steps are clear to everyone</p>	<p>Team July 2009: 2</p> <p>Team July 2010: 0</p>	<p>Hi Lo n</p> <p>4 1 9</p> <p>0</p>
<p><b>Meetings</b></p> <p>30. Team meetings are characterized by a high degree of dissatisfaction and frustration (Reverse Scored Item)</p>	<p>Team July 2009: 2.3</p> <p>Team July 2010: 0</p>	<p>Hi Lo n</p> <p>4 1 9</p> <p>0</p>
<p><b>Meetings</b></p> <p>31. Important decisions get made during the team's meetings</p>	<p>Team July 2009: 2.4</p> <p>Team July 2010: 0</p>	<p>Hi Lo n</p> <p>5 1 9</p> <p>0</p>
<p><b>Meetings</b></p> <p>32. The team's meetings are becoming more efficient and effective over time</p>	<p>Team July 2009: 2.1</p> <p>Team July 2010: 0</p>	<p>Hi Lo n</p> <p>4 1 9</p> <p>0</p>

<p><b>Decision making</b></p> <p>33. The team arrives at decisions that are generally better than if decisions had been made by individuals on the team</p>	<p>Team July 2009: 3.1</p> <p>Team July 2010: 0</p>	<p>Hi Lo n</p> <p>5 1 9</p> <p>0</p>
<p><b>Decision making</b></p> <p>34. The team generally learns from bad decisions and does not repeat them</p>	<p>Team July 2009: 2.1</p> <p>Team July 2010: 0</p>	<p>Hi Lo n</p> <p>4 1 9</p> <p>0</p>
<p><b>Decision making</b></p> <p>35. The team takes too long to make decisions and misses opportunities as a result of delays (Reverse Scored Item)</p>	<p>Team July 2009: 2.5</p> <p>Team July 2010: 0</p>	<p>Hi Lo n</p> <p>5 1 9</p> <p>0</p>
<p><b>Decision making</b></p> <p>36. The team uses a good process for decision making, considering a wide enough set of scenarios and contingencies</p>	<p>Team July 2009: 2.4</p> <p>Team July 2010: 0</p>	<p>Hi Lo n</p> <p>5 1 9</p> <p>0</p>
<p><b>Decision making</b></p> <p>37. The team as a whole delegates the decisions to the appropriate individual members of the team</p>	<p>Team July 2009: 2.6</p> <p>Team July 2010: 0</p>	<p>Hi Lo n</p> <p>5 1 9</p> <p>0</p>
<p><b>Decision making</b></p> <p>38. The team rushes to judgment and makes decisions without having fully analyzed potential risks and rewards (Reverse Scored Item)</p>	<p>Team July 2009: 2.9</p> <p>Team July 2010: 0</p>	<p>Hi Lo n</p> <p>5 1 9</p> <p>0</p>
<p><b>Decision making</b></p> <p>39. Decisions are not made before everyone on the team has had an opportunity to share a point of view</p>	<p>Team July 2009: 3</p> <p>Team July 2010: 0</p>	<p>Hi Lo n</p> <p>5 1 9</p> <p>0</p>
<p><b>Decision making</b></p> <p>40. The quality of the team's decision making is improving over time</p>	<p>Team July 2009: 2</p> <p>Team July 2010: 0</p>	<p>Hi Lo n</p> <p>4 1 9</p> <p>0</p>

<p><b>Self awareness</b></p> <p>41. Individual members of the team are self-aware about how they come across to others</p>	<p>Team July 2009: 2.3</p> <p>Team July 2010: 0</p>	<p>Hi Lo n</p> <p>5 1 9</p> <p>0</p>
<p><b>Self awareness</b></p> <p>42. Members of the team explicitly point out when the team has shifted strategy or direction</p>	<p>Team July 2009: 2.7</p> <p>Team July 2010: 0</p>	<p>Hi Lo n</p> <p>5 1 9</p> <p>0</p>
<p><b>Self awareness</b></p> <p>43. The team does not recognize when it is repeating strategies or tactics that have not worked in the past (Reverse Scored Item)</p>	<p>Team July 2009: 2.2</p> <p>Team July 2010: 0</p>	<p>Hi Lo n</p> <p>5 1 9</p> <p>0</p>
<p><b>Self awareness</b></p> <p>44. Members of the team admit mistakes, apologize, and share learnings with one another</p>	<p>Team July 2009: 2.4</p> <p>Team July 2010: 0</p>	<p>Hi Lo n</p> <p>5 1 9</p> <p>0</p>
<p><b>Self awareness</b></p> <p>45. The team engages in periodic process checks to discuss how things are going</p>	<p>Team July 2009: 2.2</p> <p>Team July 2010: 0</p>	<p>Hi Lo n</p> <p>5 1 9</p> <p>0</p>
<p><b>Self awareness</b></p> <p>46. The team approaches tasks mindlessly, as if on autopilot (Reverse Scored Item)</p>	<p>Team July 2009: 3.2</p> <p>Team July 2010: 0</p>	<p>Hi Lo n</p> <p>5 1 9</p> <p>0</p>
<p><b>Self awareness</b></p> <p>47. Individual members of the team are becoming more self aware over time</p>	<p>Team July 2009: 2.4</p> <p>Team July 2010: 0</p>	<p>Hi Lo n</p> <p>4 1 9</p> <p>0</p>
<p><b>Self awareness</b></p> <p>48. The team is becoming more self aware over time</p>	<p>Team July 2009: 2.4</p> <p>Team July 2010: 0</p>	<p>Hi Lo n</p> <p>4 1 9</p> <p>0</p>

<p><b>Norms</b> 49. The team has developed good norms for most important aspects of the team's interactions</p>	<p>Team July 2009: 2.6 Team July 2010: 0</p>	<p>Hi Lo n 5 1 9 0</p>
<p><b>Norms</b> 50. The team is willing to change its strategy and approach in order to adapt to change</p>	<p>Team July 2009: 2.4 Team July 2010: 0</p>	<p>Hi Lo n 5 1 9 0</p>
<p><b>Norms</b> 51. The team does not handle conflict well with other teams or external entities (Reverse Scored Item)</p>	<p>Team July 2009: 2.3 Team July 2010: 0</p>	<p>Hi Lo n 5 1 9 0</p>
<p><b>Norms</b> 52. Differences and diversity are welcomed and validated by the team</p>	<p>Team July 2009: 2.8 Team July 2010: 0</p>	<p>Hi Lo n 5 1 9 0</p>
<p><b>Norms</b> 53. The team celebrates its accomplishments as a team</p>	<p>Team July 2009: 2.1 Team July 2010: 0</p>	<p>Hi Lo n 5 1 9 0</p>
<p><b>Norms</b> 54. The team unfairly singles out certain members for credit when things go well or blame when things go wrong (Reverse Scored Item)</p>	<p>Team July 2009: 2.9 Team July 2010: 0</p>	<p>Hi Lo n 5 1 9 0</p>
<p><b>Norms</b> 55. Meeting and exceeding the needs of internal and/or external customers is a priority for the team</p>	<p>Team July 2009: 3.1 Team July 2010: 0</p>	<p>Hi Lo n 5 1 9 0</p>
<p><b>Norms</b> 56. The norms of the team are improving over time</p>	<p>Team July 2009: 2.4 Team July 2010: 0</p>	<p>Hi Lo n 4 1 9 0</p>

<p><b>Leadership</b> 57. Power in this team is based on expertise rather than position or seniority</p>	<p>Team July 2009: 2.7 Team July 2010: 0</p>	<p>Hi Lo n 5 1 9 0</p>
<p><b>Leadership</b> 58. The leader of the team provides coaching and cares about developing the capabilities of the members of the team</p>	<p>Team July 2009: 2.3 Team July 2010: 0</p>	<p>Hi Lo n 5 1 9 0</p>
<p><b>Leadership</b> 59. The leader of the team acts too much like a member of the team to be able to effectively lead (Reverse Scored Item)</p>	<p>Team July 2009: 2.2 Team July 2010: 0</p>	<p>Hi Lo n 5 1 9 0</p>
<p><b>Leadership</b> 60. Members of the team trust that the leader will be as supportive as possible</p>	<p>Team July 2009: 2.4 Team July 2010: 0</p>	<p>Hi Lo n 4 1 9 0</p>
<p><b>Leadership</b> 61. The leader of the team provides support and empowerment to the team</p>	<p>Team July 2009: 2.3 Team July 2010: 0</p>	<p>Hi Lo n 5 1 9 0</p>
<p><b>Leadership</b> 62. The team defers too much to its leader and does not make independent decisions (Reverse Scored Item)</p>	<p>Team July 2009: 3.6 Team July 2010: 0</p>	<p>Hi Lo n 5 2 9 0</p>
<p><b>Leadership</b> 63. The leader of the team intervenes appropriately to help create an environment which is conducive to high team performance</p>	<p>Team July 2009: 2.1 Team July 2010: 0</p>	<p>Hi Lo n 4 1 9 0</p>
<p><b>Leadership</b> 64. The leadership of the team is improving over time</p>	<p>Team July 2009: 2.1 Team July 2010: 0</p>	<p>Hi Lo n 4 1 9 0</p>

<p><b>Overall</b> 65. I'm glad to be a member of this team</p>	<p>Team July 2009: 2.9 Team July 2010: 0</p>	<p>Hi Lo n 5 1 9 0</p>
<p><b>Overall</b> 66. This team is performing well</p>	<p>Team July 2009: 2.2 Team July 2010: 0</p>	<p>Hi Lo n 5 1 9 0</p>
<p><b>Overall</b> 67. This team's performance is improving over time</p>	<p>Team July 2009: 2 Team July 2010: 0</p>	<p>Hi Lo n 4 1 9 0</p>

# Highest and Lowest Rated Items

The tables below show the highest and lowest ranked survey items.

Highest Rated Items	Average Rating
<b>1. Leadership</b> The team defers too much to its leader and does not make independent decisions (reverse scored item)	<b>3.6</b>
<b>2. Clarity</b> It is clear why the team is structured the way it is	<b>3.3</b>
<b>3. Clarity</b> The team's function and purpose is clear	<b>3.2</b>
<b>4. Communication</b> It is unclear where members of the team stand on important issues (reverse scored item)	<b>3.2</b>
<b>5. Self awareness</b> The team approaches tasks mindlessly, as if on autopilot (reverse scored item)	<b>3.2</b>

Lowest Rated Items	Average Rating
<b>1. Commitment and cohesion</b> There are unproductive personal tensions between individual members of the team (reverse scored item)	<b>1.7</b>
<b>2. Commitment and cohesion</b> This is one of the most cohesive teams I have worked on in my career	<b>1.9</b>
<b>3. Communication</b> There is open communication and people speak up and share their true feelings and concerns	<b>1.9</b>
<b>4. Meetings</b> Members of the team often wonder why issues discussed in team meetings can't be resolved offline (reverse scored item)	<b>1.9</b>
<b>5. Communication</b> The team's communication is improving over time	<b>2</b>

## Additional Comments

---

All respondents are asked to provide open-ended commentary. The comments below are presented exactly as they were entered by respondents.

### Clarity: Observations/Suggestions

---

#### Team July 2009:

---

Actually, there are multiple teams within the department as a whole. Individual teams have more specific and focused purposes and objectives. The difficulties involve the department as a whole and interactions among program staff and support staff.

Clearly defined roles and strong leadership are the foundation of an efficient, competent, and content team.

n/a

Our team has divisions. Team decisions are made & then there is little to no follow through.

Responsibilities for some team members are being passed on to others.

Some have their own idea how to do the work. Wish for unity among coemployee.

There is not enough communication among team members.

#### Team July 2010:

---

No Response.

### Commitment and cohesion: Observations/Suggestions

---

#### Team July 2009:

---

I recently started feeling that I am not needed person for the department.

My responses reflect the over department team and not the smaller specific program teams that comprise our group. Some of the sub-teams work very well together, others don't.

n/a

Some employees sacrifice their interest for the good of the team but some are not.

Some members do not have trust in others

There is a long history (5-10 years) of this team not functioning well together. Apparently, interventions have occurred, but have not been successful, or not sustained.

This has been a long standing problem and has just gotten worse over time. There is no trust. Individuals are just surviving.

Trusting one another seems to be difficult in this department and I am not sure why.

#### Team July 2010:

---

No Response.

---

**Communication: Observations/Suggestions**

---

**Team July 2009:**

---

Again, sub-teams for specific programs show considerable variety in their communications. As a whole the department communication needs improvement.

N/A

n/a

Poor communication is evident with this team.

Some people have an attitude they know everything or superior than everybody. Regarding resolving constructive and respectful manner, the supervisor tries to do some ways to work with the dept and still going on.

Some team members will not speak to specific members and therefore nothing is resolved.

The lack of communication is unclear on certain projects and in some instances the team member is not informed on certain decisions that have been made which concerns work.

This is a very big problem area. Certain individuals/programs are kept in the loop. Speak up & be discounted or dismissed.

**Team July 2010:**

---

No Response.

---

**Decision making: Observations/Suggestions**

---

**Team July 2009:**

---

Decision making occurs only by manager and occasionally by dept lead reps.

Important decisions are made by our manager regardless each team member's opinion.

It's rare that everyone is involved in decisions that affect us all.

Most decisions affect specific work groups. Decisions affecting the entire department are often made and or announced in department meetings.

n/a

None

Overall decision making is set by certain members and doesn't involve others

When management needs to step in & make a decision it's given back to the team then nothing ever changes. Decisions can be made by the group & if individuals don't agree, they just continue doing things the same way before the decision. The individual has very little influence to affect change in this department.

**Team July 2010:**

---

No Response.

## Leadership: Observations/Suggestions

---

### Team July 2009:

---

Leadership does not focus on the whole team, only certain groups & programs. The non-selected group/program does not have managements support. Communication has much room for improvement between mangement, team & individuals.

Leadership needs improvement

N/A

None

Team members take advantage of lack of strong leadership, and have a "do whatever I want attitude."

We lack leadership, period!

Work group teams are led by a couple of individuals who have different styles and produce different results.

### Team July 2010:

---

No Response.

## Meetings: Observations/Suggestions

---

### Team July 2009:

---

Department meetings usually consist of announcements, brief discussions and report out on activities of staff. Most important decisions are program specific and occur in program meetings among specific work groups.

Meetings?? Haphazard & no follow through. Boundaries are violated. This area needs major attention.

n/a

none

Team meeting are not being held on a regular bases

Team meetings are not consistent, standing agenda items are not in place, and there is no "roundtable" where each team member has input.

When there is an important issue a team member brings to the immediate supervisor and the supervisor tells the team member that the issue will be discussed in the next staff meeting, it should be discussed as promised. In our department these issue are often put aside and never discussed.

### Team July 2010:

---

No Response.

## Norms: Observations/Suggestions

---

### Team July 2009:

---

Conflicts with external members are not handled in a professional manner

Credit is not given to the individual, but instead presented as another's work to external customers. There is no support from management. Program teams are very different from the overall departmental team.

Eventhough we might like to say that we are a team, we all work individually and the mindset in the department is every man/woman are out for him or herself.

N/A

n/a

None

The norm for this team is to be divided as follows: management - professional staff - clerical support. Each group interacts mostly within itself, and sometimes not very well within its own group.

Work group teams tend to do better than the department as a whole.

**Team July 2010:**

---

No Response.

**Overall: Observations/Suggestions**

---

**Team July 2009:**

---

A team that does not respect and support each other, has little chance of successfully accomplishing its goals.

I have hopes that the department morale and performance will benefit from this intervention

N/A

The "team" needs HELP !

The team is okey except for few. I guess there is no perfect team. As long as the goal is done.

Their's light at the end of the tunnel

We do not work as a team.

**Team July 2010:**

---

No Response.

**Self awareness: Observations/Suggestions**

---

**Team July 2009:**

---

Certain team members have "issues" with other individuals in the department. These "tainted" relationships often become the fulcrum for dysfunction and occasion for episodes of turmoil.

Each team member works in a "bubble" and focuses on mostly themselves.

N/A

n/a

Open communication & trust, if these are not present then the team can not be a team.

Some employees have the self awareness to thier responsibility . Some apologize w/ sincerity and no mask. The neutral vote does not mean that all belongs to that category. Only some.

some individuals don't care how he or she comes across.

Their is no periodic process checks to discuss how things are going

**Team July 2010:**

---

No Response.