

Dattner Consulting

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Team Survey
Sample Team

Feedback Report

5/12/2010

About This Survey

Sample Team, 5/12/2010

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 June 2010	7	8

About The Rating Scale

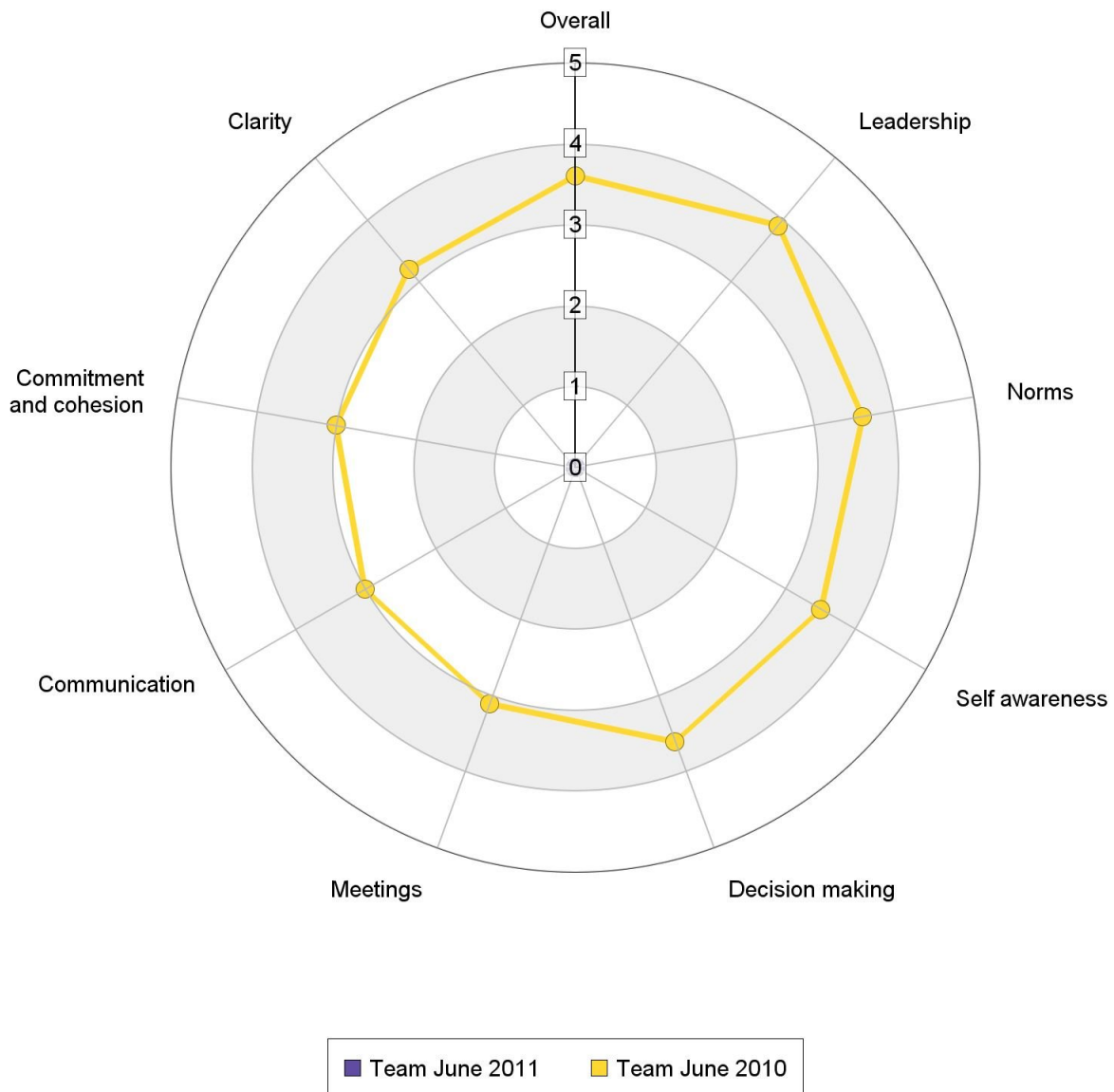
Scale Option	Assigned Value
not applicable	0
strongly disagree	1
disagree	2
neutral	3
agree	4
strongly agree	5

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, 5/12/2010

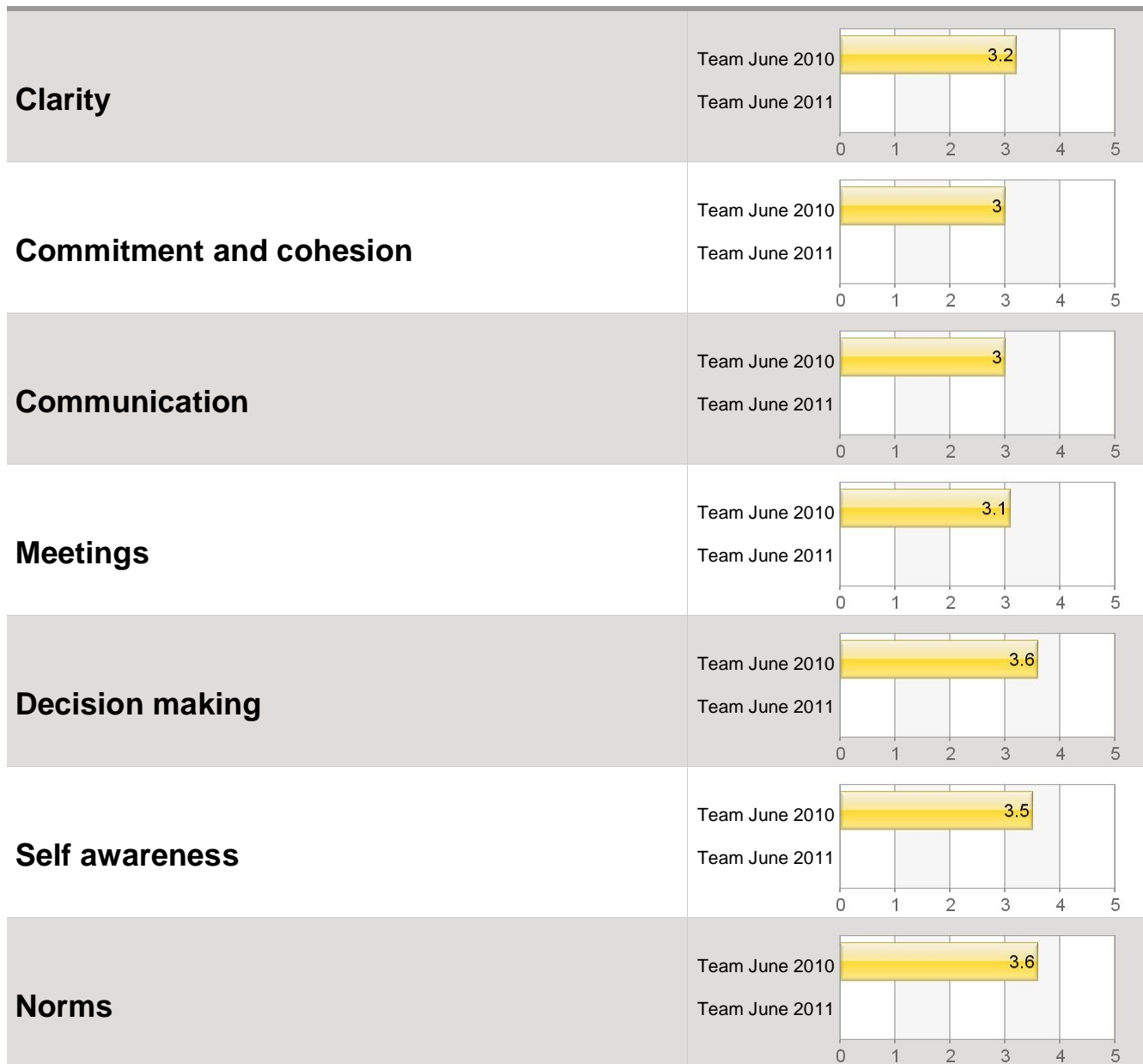
The Competency Profile radar chart below shows scores with each rating group across all Competencies. Radar charts are useful in easily spotting gaps between Rater groups' ratings of a team. More favorable scores fall toward the outside of the chart.



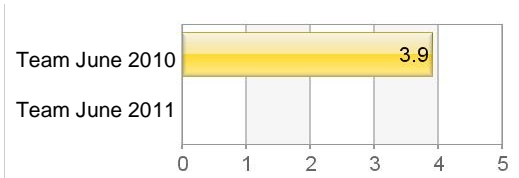
Competency Summary

Sample Team, 5/12/2010

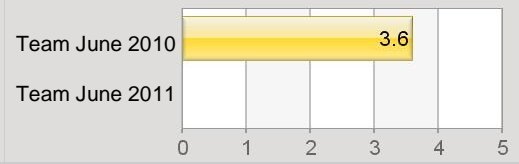
Summary of all competency groups sorted by Rater group.



Leadership



Overall



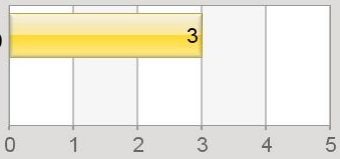
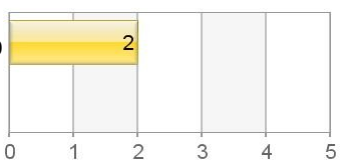

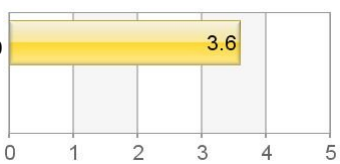
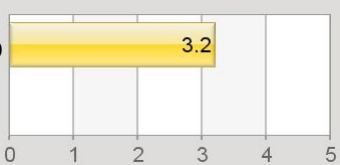
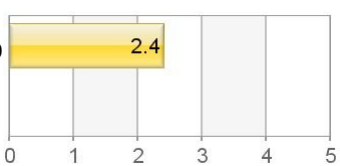
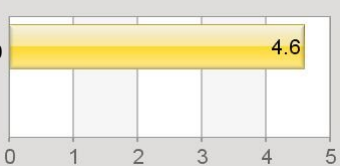
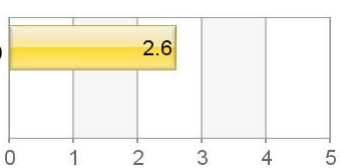
Individual Survey Items

Sample Team, 5/12/2010













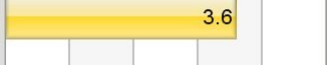



Graphs below show ratings on each survey item, sorted by Rater Group


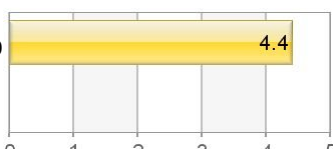
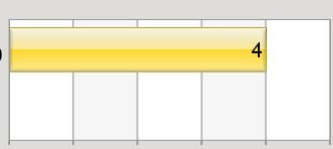
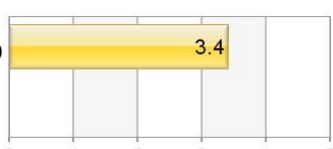
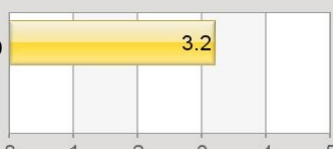
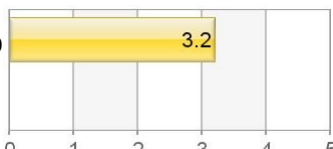
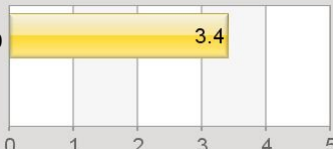
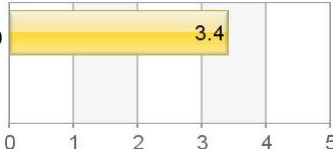
Survey Item	Responses by Rater Group												
<p>Clarity</p> <p>1. The team's function and purpose is clear</p>	<table border="1"> <thead> <tr> <th>Team</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Team June 2010</td> <td>5</td> <td>1</td> <td>5</td> </tr> <tr> <td>Team June 2011</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Team	Hi	Lo	n	Team June 2010	5	1	5	Team June 2011	0	0	0
Team	Hi	Lo	n										
Team June 2010	5	1	5										
Team June 2011	0	0	0										
<p>Clarity</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 June 2010</td> <td>4</td> <td>2</td> <td>5</td> </tr> <tr> <td>Team June 2011</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Team	Hi	Lo	n	Team June 2010	4	2	5	Team June 2011	0	0	0
Team	Hi	Lo	n										
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<p>Clarity</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 June 2010</td> <td>5</td> <td>2</td> <td>5</td> </tr> <tr> <td>Team June 2011</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Team	Hi	Lo	n	Team June 2010	5	2	5	Team June 2011	0	0	0
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<p>Clarity</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 June 2010</td> <td>5</td> <td>2</td> <td>5</td> </tr> <tr> <td>Team June 2011</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Team	Hi	Lo	n	Team June 2010	5	2	5	Team June 2011	0	0	0
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<p>Clarity</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 June 2010</td> <td>5</td> <td>2</td> <td>5</td> </tr> <tr> <td>Team June 2011</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Team	Hi	Lo	n	Team June 2010	5	2	5	Team June 2011	0	0	0
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Team June 2010	5	2	5										
Team June 2011	0	0	0										
<p>Clarity</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 June 2010</td> <td>5</td> <td>1</td> <td>5</td> </tr> <tr> <td>Team June 2011</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Team	Hi	Lo	n	Team June 2010	5	1	5	Team June 2011	0	0	0
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Team June 2011	0	0	0										
<p>Clarity</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 June 2010</td> <td>5</td> <td>1</td> <td>5</td> </tr> <tr> <td>Team June 2011</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Team	Hi	Lo	n	Team June 2010	5	1	5	Team June 2011	0	0	0
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<p>Clarity</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 June 2010</td> <td>5</td> <td>2</td> <td>5</td> </tr> <tr> <td>Team June 2011</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Team	Hi	Lo	n	Team June 2010	5	2	5	Team June 2011	0	0	0
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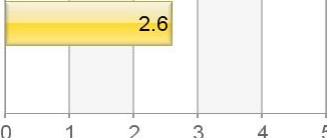
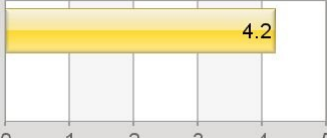

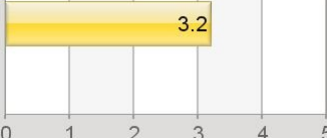
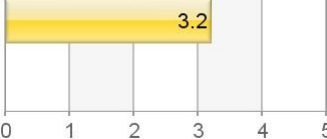
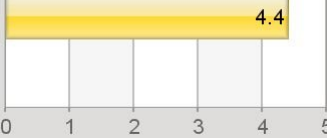
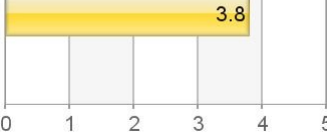
<p>Commitment and cohesion</p> <p>9. The members of the team are committed to the team's success</p>	<p>Team June 2010: 2.8</p> <p>Team June 2011: 0</p>	<p>Hi Lo n</p> <p>4 1 5</p> <p>0</p>
<p>Commitment and cohesion</p> <p>10. Members of the team enjoy, and are energized by, working with one another</p>	<p>Team June 2010: 3.2</p> <p>Team June 2011: 0</p>	<p>Hi Lo n</p> <p>5 2 5</p> <p>0</p>
<p>Commitment and cohesion</p> <p>11. The members of the team do not trust one another (Reverse Scored Item)</p>	<p>Team June 2010: 3.6</p> <p>Team June 2011: 0</p>	<p>Hi Lo n</p> <p>5 2 5</p> <p>0</p>
<p>Commitment and cohesion</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 June 2010: 3.4</p> <p>Team June 2011: 0</p>	<p>Hi Lo n</p> <p>5 1 5</p> <p>0</p>
<p>Commitment and cohesion</p> <p>13. Members of the team feel a strong sense of collective accountability and interdependence</p>	<p>Team June 2010: 2.8</p> <p>Team June 2011: 0</p>	<p>Hi Lo n</p> <p>4 1 5</p> <p>0</p>
<p>Commitment and cohesion</p> <p>14. There are unproductive personal tensions between individual members of the team (Reverse Scored Item)</p>	<p>Team June 2010: 3</p> <p>Team June 2011: 0</p>	<p>Hi Lo n</p> <p>5 1 5</p> <p>0</p>
<p>Commitment and cohesion</p> <p>15. This is one of the most cohesive teams I have worked on in my career</p>	<p>Team June 2010: 2.4</p> <p>Team June 2011: 0</p>	<p>Hi Lo n</p> <p>5 1 5</p> <p>0</p>
<p>Commitment and cohesion</p> <p>16. Our ability to effectively collaborate with one another is increasing over time</p>	<p>Team June 2010: 2.4</p> <p>Team June 2011: 0</p>	<p>Hi Lo n</p> <p>4 1 5</p> <p>0</p>

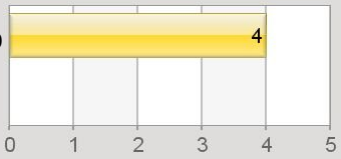
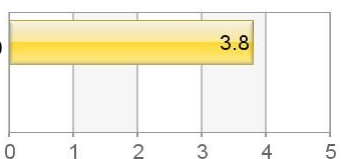
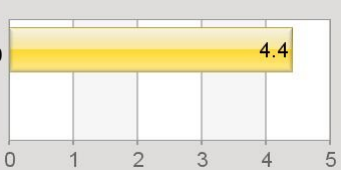
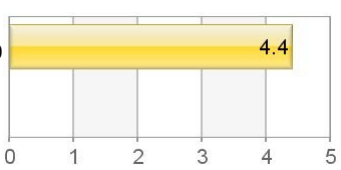
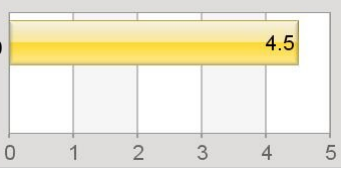
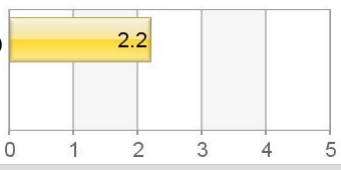
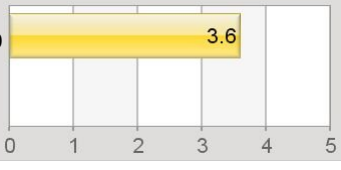
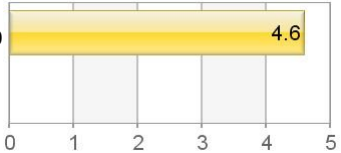
<p>Communication</p> <p>17. People on the team do their best to keep one another in the loop</p>		<p>Hi Lo n</p> <p>5 1 5</p> <p>0</p>
<p>Communication</p> <p>18. There is open communication and people speak up and share their true feelings and concerns</p>		<p>Hi Lo n</p> <p>3 1 5</p> <p>0</p>
<p>Communication</p> <p>19. It is unclear where members of the team stand on important issues (Reverse Scored Item)</p>		<p>Hi Lo n</p> <p>4 1 5</p> <p>0</p>
<p>Communication</p> <p>20. Members of the team listen to one another and verify their shared understanding</p>		<p>Hi Lo n</p> <p>5 1 5</p> <p>0</p>
<p>Communication</p> <p>21. The team speaks with one voice to the rest of the organization about critical issues</p>		<p>Hi Lo n</p> <p>5 1 5</p> <p>0</p>
<p>Communication</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>Hi Lo n</p> <p>5 1 5</p> <p>0</p>
<p>Communication</p> <p>23. When people disagree with one another, they do so in a constructive and respectful manner</p>		<p>Hi Lo n</p> <p>5 4 5</p> <p>0</p>
<p>Communication</p> <p>24. The team's communication is improving over time</p>		<p>Hi Lo n</p> <p>4 1 5</p> <p>0</p>

<p>Meetings</p> <p>25. The team's meetings are efficient and effective</p>	<p>Team June 2010: 3.6</p> <p>Team June 2011: 0</p>	<p>Hi Lo n</p> <p>4 2 5</p> <p>0</p>
<p>Meetings</p> <p>26. The team successfully structures its meetings most of the time</p>	<p>Team June 2010: 3.4</p> <p>Team June 2011: 0</p>	<p>Hi Lo n</p> <p>4 2 5</p> <p>0</p>
<p>Meetings</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 June 2010: 3.4</p> <p>Team June 2011: 0</p>	<p>Hi Lo n</p> <p>5 1 5</p> <p>0</p>
<p>Meetings</p> <p>28. It is clear during meetings who has what role and why</p>	<p>Team June 2010: 2.4</p> <p>Team June 2011: 0</p>	<p>Hi Lo n</p> <p>4 1 5</p> <p>0</p>
<p>Meetings</p> <p>29. At the end of meetings, accountabilities and next steps are clear to everyone</p>	<p>Team June 2010: 2.4</p> <p>Team June 2011: 0</p>	<p>Hi Lo n</p> <p>4 1 5</p> <p>0</p>
<p>Meetings</p> <p>30. Team meetings are characterized by a high degree of dissatisfaction and frustration (Reverse Scored Item)</p>	<p>Team June 2010: 3.4</p> <p>Team June 2011: 0</p>	<p>Hi Lo n</p> <p>5 2 5</p> <p>0</p>
<p>Meetings</p> <p>31. Important decisions get made during the team's meetings</p>	<p>Team June 2010: 3.2</p> <p>Team June 2011: 0</p>	<p>Hi Lo n</p> <p>5 1 5</p> <p>0</p>
<p>Meetings</p> <p>32. The team's meetings are becoming more efficient and effective over time</p>	<p>Team June 2010: 3</p> <p>Team June 2011: 0</p>	<p>Hi Lo n</p> <p>4 2 5</p> <p>0</p>

<p>Decision making</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 June 2010  4</p> <p>Team June 2011 </p>	<p>Hi Lo n</p> <p>5 3 5</p> <p>0</p>
<p>Decision making</p> <p>34. The team generally learns from bad decisions and does not repeat them</p>	<p>Team June 2010  4</p> <p>Team June 2011 </p>	<p>Hi Lo n</p> <p>5 2 5</p> <p>0</p>
<p>Decision making</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 June 2010  2.8</p> <p>Team June 2011 </p>	<p>Hi Lo n</p> <p>5 1 5</p> <p>0</p>
<p>Decision making</p> <p>36. The team uses a good process for decision making, considering a wide enough set of scenarios and contingencies</p>	<p>Team June 2010  3.6</p> <p>Team June 2011 </p>	<p>Hi Lo n</p> <p>5 2 5</p> <p>0</p>
<p>Decision making</p> <p>37. The team as a whole delegates the decisions to the appropriate individual members of the team</p>	<p>Team June 2010  3.8</p> <p>Team June 2011 </p>	<p>Hi Lo n</p> <p>5 3 5</p> <p>0</p>
<p>Decision making</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 June 2010  3.2</p> <p>Team June 2011 </p>	<p>Hi Lo n</p> <p>5 2 5</p> <p>0</p>
<p>Decision making</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 June 2010  3.6</p> <p>Team June 2011 </p>	<p>Hi Lo n</p> <p>5 1 5</p> <p>0</p>
<p>Decision making</p> <p>40. The quality of the team's decision making is improving over time</p>	<p>Team June 2010  4</p> <p>Team June 2011 </p>	<p>Hi Lo n</p> <p>5 3 5</p> <p>0</p>

<p>Self awareness</p> <p>41. Individual members of the team are self-aware about how they come across to others</p>		<p>Hi Lo n</p> <p>5 1 5</p> <p>0</p>
<p>Self awareness</p> <p>42. Members of the team explicitly point out when the team has shifted strategy or direction</p>		<p>Hi Lo n</p> <p>5 4 5</p> <p>0</p>
<p>Self awareness</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>Hi Lo n</p> <p>5 2 5</p> <p>0</p>
<p>Self awareness</p> <p>44. Members of the team admit mistakes, apologize, and share learnings with one another</p>		<p>Hi Lo n</p> <p>5 2 5</p> <p>0</p>
<p>Self awareness</p> <p>45. The team engages in periodic process checks to discuss how things are going</p>		<p>Hi Lo n</p> <p>5 1 5</p> <p>0</p>
<p>Self awareness</p> <p>46. The team approaches tasks mindlessly, as if on autopilot (Reverse Scored Item)</p>		<p>Hi Lo n</p> <p>5 1 5</p> <p>0</p>
<p>Self awareness</p> <p>47. Individual members of the team are becoming more self aware over time</p>		<p>Hi Lo n</p> <p>5 1 5</p> <p>0</p>
<p>Self awareness</p> <p>48. The team is becoming more self aware over time</p>		<p>Hi Lo n</p> <p>4 1 5</p> <p>0</p>

<p>Norms</p> <p>49. The team has developed good norms for most important aspects of the team's interactions</p>		<p>Hi Lo n</p> <p>5 2 5</p> <p>0</p>
<p>Norms</p> <p>50. The team is willing to change its strategy and approach in order to adapt to change</p>		<p>Hi Lo n</p> <p>5 1 5</p> <p>0</p>
<p>Norms</p> <p>51. The team does not handle conflict well with other teams or external entities (Reverse Scored Item)</p>		<p>Hi Lo n</p> <p>5 2 5</p> <p>0</p>
<p>Norms</p> <p>52. Differences and diversity are welcomed and validated by the team</p>		<p>Hi Lo n</p> <p>5 2 5</p> <p>0</p>
<p>Norms</p> <p>53. The team celebrates its accomplishments as a team</p>		<p>Hi Lo n</p> <p>5 1 5</p> <p>0</p>
<p>Norms</p> <p>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>Hi Lo n</p> <p>4 1 5</p> <p>0</p>
<p>Norms</p> <p>55. Meeting and exceeding the needs of internal and/or external customers is a priority for the team</p>		<p>Hi Lo n</p> <p>5 3 5</p> <p>0</p>
<p>Norms</p> <p>56. The norms of the team are improving over time</p>		<p>Hi Lo n</p> <p>4 3 5</p> <p>0</p>

<p>Leadership 57. Power in this team is based on expertise rather than position or seniority</p>		<p>Hi Lo n 5 1 5 0</p>
<p>Leadership 58. The leader of the team provides coaching and cares about developing the capabilities of the members of the team</p>		<p>Hi Lo n 5 2 5 0</p>
<p>Leadership 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>Hi Lo n 5 3 5 0</p>
<p>Leadership 60. Members of the team trust that the leader will be as supportive as possible</p>		<p>Hi Lo n 5 4 5 0</p>
<p>Leadership 61. The leader of the team provides support and empowerment to the team</p>		<p>Hi Lo n 5 4 4 0</p>
<p>Leadership 62. The team defers too much to its leader and does not make independent decisions (Reverse Scored Item)</p>		<p>Hi Lo n 4 1 5 0</p>
<p>Leadership 63. The leader of the team intervenes appropriately to help create an environment which is conducive to high team performance</p>		<p>Hi Lo n 4 2 5 0</p>
<p>Leadership 64. The leadership of the team is improving over time</p>		<p>Hi Lo n 5 4 5 0</p>

<p>Overall 65. I'm glad to be a member of this team</p>	<p>Team June 2010: 3.8 Team June 2011: 0</p>	<p>Hi Lo n 5 1 5 0</p>
<p>Overall 66. This team's performance is improving over time</p>	<p>Team June 2010: 3.6 Team June 2011: 0</p>	<p>Hi Lo n 4 3 5 0</p>
<p>Overall 67. This team is performing well</p>	<p>Team June 2010: 3.4 Team June 2011: 0</p>	<p>Hi Lo n 5 2 5 0</p>

10 Highest Rated Items

This report shows average weighted ratings for each of the top 10 rated items in the review.

	Top 10 Items	Team June 2011	Team June 2010
1.	Leadership The leadership of the team is improving over time	0.0	4.6
2.	Communication When people disagree with one another, they do so in a constructive and respectful manner	0.0	4.6
3.	Leadership The leader of the team provides support and empowerment to the team	0.0	4.5
4.	Leadership Members of the team trust that the leader will be as supportive as possible	0.0	4.4
5.	Leadership The leader of the team acts too much like a member of the team to be able to effectively lead (Reverse Scored Item)	0.0	4.4
6.	Norms Meeting and exceeding the needs of internal and/or external customers is a priority for the team	0.0	4.4
7.	Self awareness Members of the team explicitly point out when the team has shifted strategy or direction	0.0	4.4
8.	Norms The team does not handle conflict well with other teams or external entities (Reverse Scored Item)	0.0	4.2
9.	Leadership Power in this team is based on expertise rather than position or seniority	0.0	4.0
10.	Self awareness The team does not recognize when it is repeating strategies or tactics that have not worked in the past (Reverse Scored Item)	0.0	4.0

10 Lowest Rated Items

This report shows average weighted ratings for each of the bottom 10 rated items in the review.

Bottom 10 Items	Team June 2011	Team June 2010
1. Communication There is open communication and people speak up and share their true feelings and concerns	0.0	2.0
2. Communication It is unclear where members of the team stand on important issues (Reverse Scored Item)	0.0	2.2
3. Leadership The team defers too much to its leader and does not make independent decisions (Reverse Scored Item)	0.0	2.2
4. Commitment and cohesion This is one of the most cohesive teams I have worked on in my career	0.0	2.4
5. Commitment and cohesion Our ability to effectively collaborate with one another is increasing over time	0.0	2.4
6. Communication There are often elephants in the room and tensions and conflicts that the group does not surface or resolve (Reverse Scored Item)	0.0	2.4
7. Meetings It is clear during meetings who has what role and why	0.0	2.4
8. Meetings At the end of meetings, accountabilities and next steps are clear to everyone	0.0	2.4
9. Clarity The team's function and purpose is clear	0.0	2.6
10. Clarity Individual roles, responsibilities and levels of authority are clear	0.0	2.6

Additional Comments

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

Clarity: What most excites you about the strategic direction of the PBS, goals or roles of the team?

Team June 2010:

The level of responsibility allocated to the team roles are often unclear

The team received little feedback about its performance and it is the same for individuals in the team.

The team struggles to define its responsibilities at the team level. Maybe it has something to do with the way that the team is structured?

The team's purpose is clear, but the individual team members are struggling to understand their roles.

There is a feeling in the team that the purpose of roles are not as clear the team's

Team June 2011:

No Response.

Clarity: What questions or concerns do you have about the strategic direction of the department, goals or roles of the team?

Team June 2010:

No Response.

Team June 2011:

No Response.

Commitment and cohesion: What have you observed about the team in terms of trust, partnership and ability to work well together?

Team June 2010:

Commitment and cohesion is getting better, but there are still unproductive personal tensions that need to be resolved.

Everyone in the team is working hard to enable the team to achieve success

Team members are not willing to go the extra mile for the team.

Team members get on very well but do not care about what the team is trying to achieve

There is no commitment to common goals in this team and very little trust between team members.

Team June 2011:

No Response.

Commitment and cohesion: What suggestions do you have for enhancing the team's commitment and cohesion?

Team June 2010:

No Response.

Team June 2011:

No Response.

Communication: What specifically would you suggest to improve communication in PBS?

Team June 2010:

Poor communication and unfortunate tensions that does not surface

Poor team communication.

Some team members are afraid to speak up issues

The communication in this team is very poor. Team members suffer from information overload and are unable to communicate with each other.

The communication is good in this team and I think it will improve with time as the team have two new members

Team June 2011:

No Response.

Decision making: How are most decisions that impact PBS made? How is that working?

Team June 2010:

Decision making used to be a big problem in this team, but after a series of meetings about how to resolve the issue decisions are now taken at a frighteningly fast pace. I believe that the team needs to slow down its decision making process. If not, decisions are made without fully analyzing the problem or challenge at hand.

Every decision takes too long because the team cannot agree

In my opinion we have lost business because of indecisive decision making.

One strength in this team is that decisions are not made without analyzing risks and rewards

So far the team has not lost any opportunities, but it is in real danger of losing deals because decisions take so long.

Team June 2011:

No Response.

Decision making: What would you suggest to improve decision-making?

Team June 2010:

No Response.

Team June 2011:

No Response.

Leadership: What constructive suggestions for improvement do you have for leadership (PBS management team)? Please be specific.

Team June 2010:

Highly supportive team members.

The leader of the team leads effectively.

The team experiences great team leadership and enables the team to deliver

The team leader has built an effective team around trust.

The team relies too much on its leader when faced with important decisions.

Team June 2011:

No Response.

Leadership: What constructive suggestions for improvement do you have for your "labor" leaders? Please be specific.

Team June 2010:

No Response.

Team June 2011:

No Response.

Leadership: What constructive suggestions for improvement do you have for hospital senior leadership? Please be specific.

Team June 2010:

No Response.

Team June 2011:

No Response.

Meetings: What works well in terms of PBS meetings and how can team meetings be improved?

Team June 2010:

Our team meetings are quite good at making decisions in a timely manner.

People leave meetings with important issues unresolved

Some meetings take too long.

Team meetings

Unable to make decisions during team meetings

Team June 2011:

No Response.

Norms: In terms of team behaviors and common practices what have you observed or what suggestions do you have to improve how team members treat one another?

Team June 2010:

A flexible team - ready to go out of its way for external customers

It always seem to be the rule that one or two individuals get all the credit even when there is a substantial amount of team work behind the results.

One area for development for this team is how to handle conflict.

Team members do not embrac change .

The team does not always make the needs of our internal customers a priority

Team June 2011:

No Response.

Overall: What do you suggest the team members start doing, stop doing, continue doing, or do differently?

Team June 2010:

A great team to be in and I think that it will get better with more time to develop

Recent improvement in this team, like for example communication has made it a better team

The team needs some development in many areas communication and decision making. It even needs some development in the area of effective team work.

This is a good team to be a member of and even though there are some challenges that need to be addressed the team delivers good results. The question is of course how to take this team to the next level in team performance.

Team June 2011:

No Response.

Overall: What is PBS' greatest strength or source of pride as a department?

Team June 2010:

No Response.

Team June 2011:

No Response.

Overall: What is the one thing that you would most want to change as a result of the PBS work environment assessment?

Team June 2010:

No Response.

Team June 2011:

No Response.

Overall: What is the one thing that you would want to keep the same/ not change as a result of the work environment?

Team June 2010:

No Response.

Team June 2011:

No Response.

Overall: What are you most hopeful about in terms of the PBS work environment?

Team June 2010:

No Response.

Team June 2011:

No Response.

Overall: What are you most concerned about or fearful of in terms of the PBS work environment?

Team June 2010:

No Response.

Team June 2011:

No Response.

Overall: Is there anything we haven't asked you about that is important to know/share in order to help PBS improve the work environment? If so, please share and elaborate here.

Team June 2010:

No Response.

Team June 2011:

No Response.

Self awareness: What observations have you made about how individuals of the PBS department work together?

Team June 2010:

In the time that I have been in this team it has become more self aware

The team could really do with some more insight into their behavior, but since I joined the team has become more self aware.

This team consists of a number of individuals with a strong personality who lack self awareness about their own behavior. As a result the team experience smaller conflicts every now and again.

This team needs to learn how to share knowledge with one another

We are often afraid of trying new things preferring to stick to old ways of doing things even if the results have been disappointing.

Team June 2011:

No Response.