

The objective of the TEAMS survey is to measure the dynamics in the team that are accelerators and those that are brakes holding back performance. It isn't about feel good, squishy stuff.

This was an actual team in a fledgling new business unit within a larger company . All of the names have been changed to protect the innocent (and the not so innocent).

The TEAMS survey is online, and customizable (add questions, written comments). The output of the survey is a two inch stack of statistical reports (force field analysis, etc...)

This is my written summary to apply the survey to the business situation with recommendations which they moved on quickly, to their credit. Now, just 5 months later they themselves say that the team is light years beyond where they were then. The survey got them out of denial and on an accelerated track. Still some issues to tackle...but at least they now know what they are.

This is the most in depth (yet simplest) tool I have found to speed up a team. Ellen

TEAMS Survey

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Results Inc.

Far and away the best prize that life offers is the chance to work hard at work worth doing.

Theodore Roosevelt

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TEAMS Organizational Survey-Original Design

- Why: To discover and clarify what immediate action we need to take to create a cohesive ORG team that can accomplish our business goals in the face of the challenges ahead of us. We need every single person here to be 100% engaged and this survey will give every person a voice in giving feedback and input to the kind of team we need to be to be make ORG the kind of business every one of us will be proud to say we made it happen.
- Who: Entire organization
- How: Online survey (30-40 minutes to take, anonymous input) with 80+ organizational questions to address: Some questions will be customized for ORG issues to get your input.

- Leadership (Joe)

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 - How the team leader functions to support and facilitate all aspects of the team process.
 - Survey results on leadership will be shared solely with the executive team.

The following three areas address the organization as a whole and the results will be shared with the entire organization. The Council will be charged with coming up with strategies and solutions to sustain and improve the ORG team as a whole.

- Work Management Skills:

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 - How the team determines and manages the specific tasks and resources related to their mission.

- Group Processes:

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 - Group Functions such as participation, meeting management, learning, creativity, and many other areas.

- Relationships: Feelings, attitudes, and behaviors that most reflect the team's interpersonal relationships.

- When: January
- Results expected:
 - Transform work group silos into a cohesive team that will focus all energy on getting sales and building a revenue stream.
 - Provide a benchmark and process for dynamic productive team tune-ups at regular intervals.

TEAMS Organizational Survey–

- **ORG strength is Work Management.**
- **Improvement opportunity is Relationships and Group Processes.**

Scale (1=Never, 2=Rarely, 3=Sometimes, 4=More Often Than Not, 5= Most of the Time, 6 = Always)

- Group Processes: Group Functions such as participation, meeting management, learning, creativity, and many other areas.**
Mean is 4.05 as an organization-More often than not is a 4.00
Consulting is 3.86
Solutions 4.3
Sales/Marketing 3.5 (halfway between Sometimes and More often than not)
- Relationships: Feelings, attitudes, and behaviors that most reflect the team's interpersonal relationships.**
Organizational Mean is 3.92 (a little less than More often than not)
Consulting is 3.65
Solutions 4.29
Sales/Marketing 2.94 (a little less than Sometimes)
- Work Management Skills: How the team determines and manages the specific tasks and resources related to their mission.**
Organizational Mean is 4.17 (a little more than More often than not)
Consulting 3.88
Solutions 4.53 (halfway between More often than not and Most of the time) Clearly a strength
Sales/Marketing 3.47

TEAMS Organizational Survey– Detail

Group Processes: Group Functions such as participation, meeting management, learning, creativity, and many other areas.

Strengths

1. I want to devote the time and energy to get the team's job done and develop the team. (#12) 92.6 Favorable

Areas for Improvement

1. Team develops and regularly revisits a set of agreements (values or principles) on how they will behave and interact with one another. #2) 81.48 Unfavorable
2. The team is aware of its own process (such as covered in this survey), evaluates itself at regular intervals and takes steps as necessary to improve its functioning. (#3) 77.77 Unfavorable
3. The team learns from its successes and failures and shares what it has learned with others in the organization for whom it is useful. (#10) 70.37 Unfavorable
4. The team has enough time together to make plans and decisions and have quality discussions. (#15) 70.37 Unfavorable

Relationships: Feelings, attitudes, and behaviors that most reflect the team's interpersonal relationships.

Areas for Improvement

1. Team members feel that it is safe to be honest or vulnerable with one another and to take risks within the team. (#27) 85.18 unfavorable
2. Team Members give constructive feedback to the leader on his or her leadership behaviors and attitudes. (#28) 85.18 Unfavorable
3. When people on the team disagree with something , or perceive a problem within the team, they say so in the group meeting. (#19) 77.77 Unfavorable

Work Management Skills: How the team determines and manages the specific tasks and resources related to their mission.

Strengths

1. I agree with what I am expected to contribute to the team. (#31) 85.19 Favorable
2. I understand what I am expected to contribute to the team. (#30) 74.08 Favorable
3. Team members have the necessary level of ability within their skill areas to get the job done well. (#34) 74.08 Favorable
4. Our team sets high standards of performance and accepts nothing less of ourselves. (#36) 70.38 Favorable

Areas for Improvement

1. The team constructively uses feedback on its performance to improve the team's future performance. (#44) 81.48 Unfavorable

TEAMS Organizational Survey

Leadership (refers to JOE)

Strength:

1. The Leader is committed to the team. (#71) 70.38% Favorable
2. The leader facilitates the process so that meeting time is productively used. (#66) 70.38% Favorable

Areas for Improvement:

1. The leader encourages team decisions, rather than making decisions for the team. (#61) 87.5% Unfavorable
2. The leader is accepting and supportive of others. (#60) 78.26% Unfavorable.
3. The leader encourages recognition of individual team member contributions. (#62) 78.26% Unfavorable
4. The leader is a role model for positive, collaborative behavior. (#53) 76% Unfavorable.
5. The leader encourages celebration of team accomplishments. (#57) 74.07% Unfavorable.
6. The leader helps the team focus on what can be learned from all its efforts, both successes and failures. (#58) 72% Unfavorable.

Reflections:

Teams during challenges are extremely leader dependent.
Although there is room for improvement here, JOE can't do it all and neither can Apollo, or Mars.
It is time for the Directors to step up to the role of leadership.

The next step in growth for ORG is when you reach the #50 in employees. A whole new set of dynamics kicks in at that size that by spreading the responsibility for leadership now will not only speed up productivity currently but will enable you to be able to handle the disequilibrium much more effectively in the next stage.

TEAMS Organizational Survey–

Next Level Results, Inc. reflections on findings:

1. There is a strong individual commitment within ORG. This is the single best thing you've got going for you. You have talented and committed people who are excited about the business and the opportunity.
2. Whether by history or design it appears that there is only one group that is functioning as a team within ORG; Solutions. It comprises one half of ORG and appears to have jelled. This group scores in the adequate range for Team Processes, Relationships, and Work Management. There is definitely room for improvement but there is enough of a solid foundation that Solutions can either be part of the solution to bringing ORG together or it can function as a wall (could even be unintentional) to keep newcomers and/or outsiders out.
3. Sales/Marketing is outnumbered and is alienated from the organization in terms of interdependent relationships.
4. Consulting is struggling as well with interdependent relationships, although not as badly as Sales/Marketing.
5. Your strength overall is in the area of Work Management which is a focus on tasks.
6. The organization is at a critical juncture in evolution. This is knowledge work. All knowledge work is personal. What people are missing are the answers to the following critical questions:
 - How are we going to work *together* to pull this off?
 - What is our vision? (people in knowledge work must have meaning, and purpose to what they do or they feel like machines and begin to act like machines that don't think interdependently! "I'll just keep doing my job until someone tells me differently.")
 - What set of common principles/values have we agreed on that will guide us to work *together*?
 - How are we going to deal with conflict? This absolutely defines an organization for better or worse.
 - Are there real consequences when someone doesn't keep their commitments?
 - How do we define good work and great work (poor work is easy to define)?
 - Do you trust me to do my job?
 - Working from home?
 - Do you care about me?
 - Giving me a voice in decisions?
 - Recognition/praise when I do a good job?

Recommendation:

The team has grown beyond Joe, Apollo, and Mars.

Day to day implementation belongs to the Directors which up to this point have been more in the role of Team Leads directing tasks rather than leading interdependently.

Broaden the working definition of TEAM to be the Leadership including the Directors..

- Give them the charter to coordinate and implement the day to day interdependent work/relationships of ORG. (They can make recommendations for strategy but do not create strategy.)
- Ask for a Team Charter with Team Objectives, Team Values, and Timeline for implementing ORG wide initiatives to be formally presented Feb 28 (pick a date) to the Executive Team.
- Give them the resource of Next Level Results, Inc. to facilitate and advise thru this process.