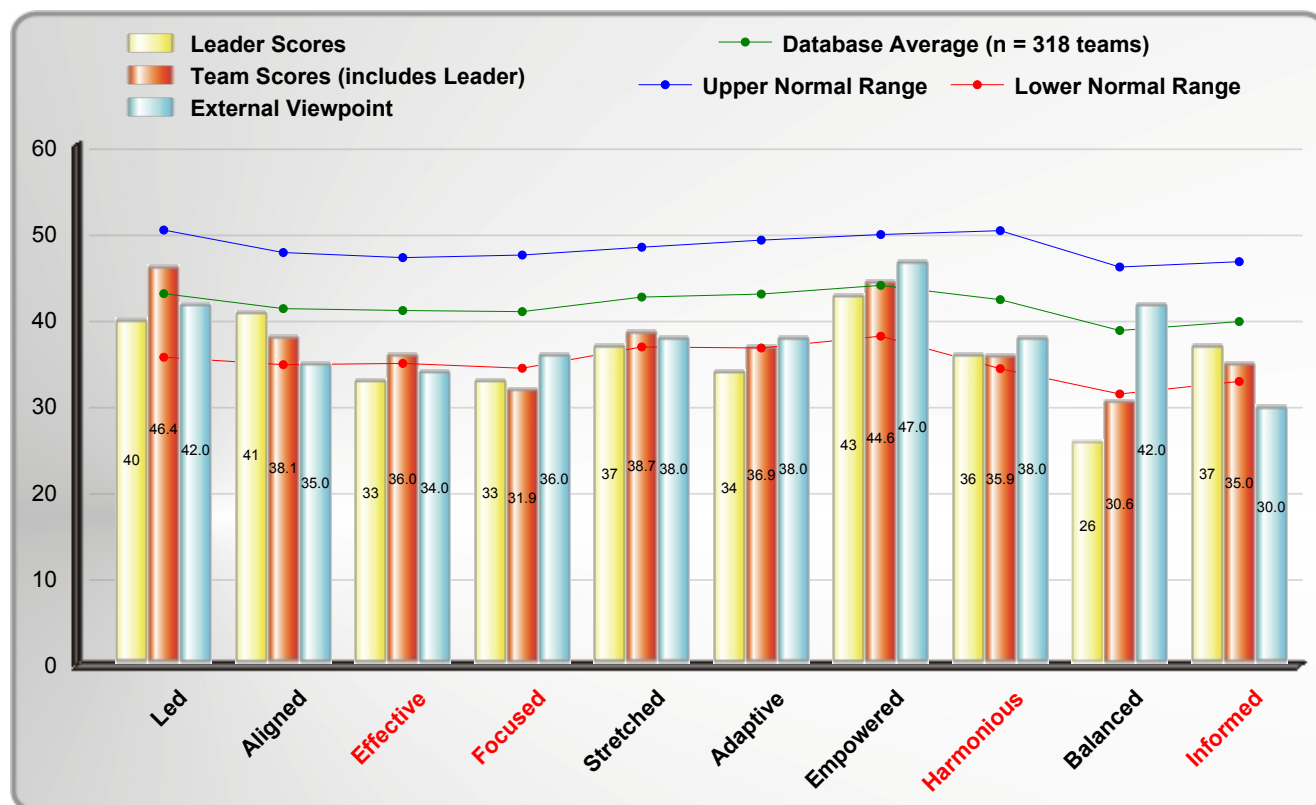


Section One - Quantitative Results

Sample Team Z

Graph of Factor Scores



Note: The four factors indicated in red in the chart above are those which appear to require the most improvement effort when compared with the results of other factors and the norm database average.

Table Version of the Bar Graph

Factors	Results			Worldwide Norm Data (n = 318 teams)			
	Internal View		Ext. View	Internal View			Ext. View
	Leader (Yellow Bar)	Team Average (incl Leader) (Orange Bar)		Team Average (Green Line)	Upper Normal Range (Blue Line)	Lower Normal Range (Red Line)	
Led	40	46.43	42.00	43.24	50.62	35.86	43.28
Aligned	41	38.14	35.00	41.50	48.01	34.99	41.49
Effective	33	36.00	34.00	41.28	47.42	35.14	40.83
Focused	33	31.86	36.00	41.15	47.72	34.58	42.08
Stretched	37	38.71	38.00	42.84	48.63	37.05	42.81
Adaptive	34	36.86	38.00	43.19	49.45	36.93	41.83
Empowered	43	44.57	47.00	44.20	50.10	38.30	45.21
Harmonious	36	35.86	38.00	42.54	50.55	34.53	42.26
Balanced	26	30.57	42.00	38.96	46.33	31.59	41.00
Informed	37	35.00	30.00	40.00	46.95	33.05	41.78

Review Your Approach

- For empowerment to work team members need to be free from fear and ridicule. The emphasis should be on "what can we learn", not "who is to blame".
- It is important to foster a climate where team members will have confidence to take ownership (and initiative) of their jobs.
- Good leaders make their team members feel strong and powerful by delegating power.
- True responsibility will not be grasped by people who have role ambiguity. The paradox is that the more people understand the boundaries of their project responsibilities and the leader's expectations, the more they will have confidence to truly take initiative and ownership of their job.
- Leaders should encourage healthy conflict by encouraging team members to listen to others' views, to be open and candid with one another.
- For team members to take full responsibility for their work there has to be a climate of trust. This starts with the leader being trusted, i.e. they "think, say and do" in a congruent way.
- There needs to be a balance between cooperation and conflict in a team for empowerment to flourish. It acts as a stimulus-sometimes as tension and sometimes as a support mechanism. In the team co-operation involves working together and implies commitment and involvement in the job. People trust and encourage one another to win. This places a responsibility on everyone to foster and maintain team spirit.

Harmonious



The team is open, co-operative, supportive, understanding and trusting

Results

Factors	Leader Rating	Other Raters						Mean	Std Dev
		A	B	C	D	E	F		
Everybody helps out	8	7	7	8	5	5	5	6.4	1.4
Issues are dealt with openly	5	7	7	8	6	5	6	6.3	1.1
Honesty, trust and co-operation are practiced in this team	7	7	9	8	7	5	7	7.1	1.2
Team members are willing to take views of others into account	7	9	7	7	8	3	5	6.6	2.0
This team is harmonious	7	7	7	8	7	3	3	6.0	2.1
Team members get down to the root of their differences	2	5	5	7	2	2	1	3.4	2.2
Team Members' (including leader) total score for this factor								35.86	8.40
External Raters' total score for this factor								38.00	6.20

Comments - External Raters

- The team all show humanistic personalities and are approachable.
- I have been aware of some staff who feel team members are not always available or approachable.
- There have been cases when a united front has not been shown.
- All are approachable but underlying issues exist.
- In most instances the team does appear to get on well.

Suggestions for Improvement

When compared to other factors, there are some indications that the team needs to focus on its development in this area.

Concept Clarification

One definition of harmony is 'to strengthen each other by helping and trusting one another'. Support, trust and co-operation naturally go together. They are best achieved where individual team members do not feel that they have to protect their territory and feel able to talk straight to other team members about pleasant and difficult things. With a trusting team individual members will talk freely without fear and receive the help they need to be more effective.

Section Three - Written Feedback

Note: *Comments are verbatim, that is, with no corrections to spelling, grammar or punctuation.*

Overall, what has Sample Team Z done well over the last six months?

Leader Comments

- Management of organisation integration process.
- Process improvements with concrete business outcomes.
- Development of plans, specific to individual function.

Team Member Comments

- Coped with new team members and structural change whilst still delivering results.
- Communicated with staff in remote locations.
- Supported the leader.
- Adapted to the change of business culture.
- Commenced the process of breaking down the silos between departments and listening to the views of middle management.
- Maintained its performance.

External Comments

- Cost effective focus, expansion of facilities. Applying resource, getting people together. The intention of seeking and implementing best practice from throughout the business is excellent.
- Over the difficult time of change within the company, the team has driven things forward extremely well.
- There is a good positive feel within the company.
- There have been a number of staff changes also providing strength to the business.
- Made the effort to visit all sites.
- Integration with the new organisation.
- Appear to be doing the best by the business but this is not always obvious as there is not a lot of contact with the rest of the company.
- Managed the integration.
- Communicated the values.

Overall, what does the team need to improve for the future?

Leader Comments

- More open, challenging environment to our key decision making. Embrace this, accept constructive criticism and challenges, improve how to debate/defend decisions, belief that better decisions are made as a result.
- Allocation of time from day to day functional requirements to cross functional strategic project management.
- Full transparency of decision making into the team's review process.
- Focus on own and team development plans, including full embracement of performance review process.