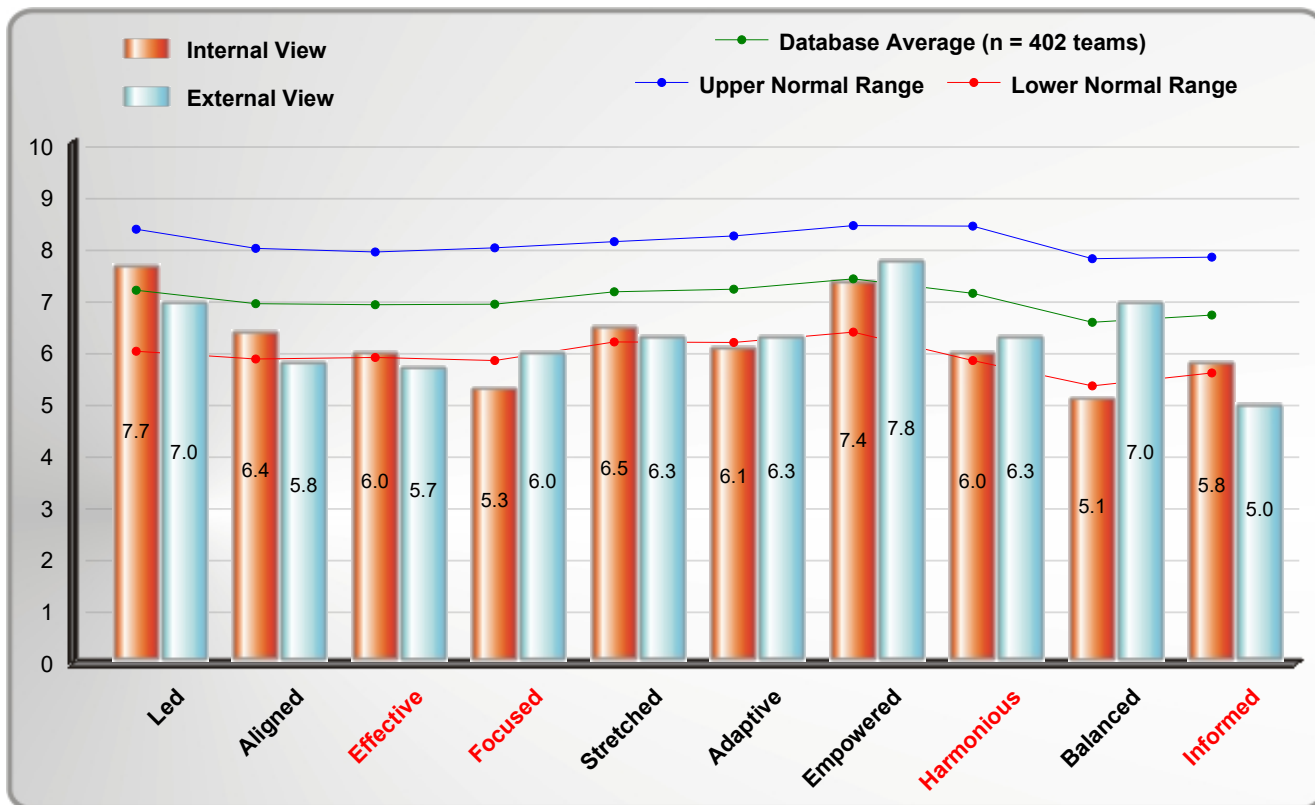


Profile on Sample Team Z



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 Results

Factors	Results		Worldwide Norm Data (n = 402 teams)			
	Internal View	Ext. View	Team Average (Green Line)	Internal View		Ext. View
	(Orange Bar)	(Blue Bar)		Upper Normal Range (Blue Line)	Lower Normal Range (Red Line)	Average
Led	7.74	7.00	7.23	8.41	6.05	7.24
Aligned	6.36	5.83	6.97	8.04	5.90	6.95
Effective	6.00	5.67	6.95	7.97	5.93	6.82
Focused	5.31	6.00	6.96	8.05	5.87	7.05
Stretched	6.45	6.33	7.20	8.17	6.23	7.15
Adaptive	6.14	6.33	7.25	8.28	6.22	6.99
Empowered	7.43	7.83	7.45	8.48	6.42	7.54
Harmonious	5.98	6.33	7.17	8.47	5.87	7.08
Balanced	5.10	7.00	6.61	7.84	5.38	6.84
Informed	5.83	5.00	6.75	7.87	5.63	6.97

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

Factors	Leader Rating	Other Raters						Mean	Std Dev
		A	B	C	D	E	F		
Everybody helps out		7	7	8	5	5	5	6.43	1.40
Issues are dealt with openly		7	7	8	6	5	6	6.29	1.11
Honesty, trust and co-operation are practiced in this team		7	9	8	7	5	7	7.14	1.21
Team members are willing to take views of others into account		9	7	7	8	3	5	6.57	1.99
This team is harmonious		7	7	8	7	3	3	6.00	2.08
Team members get down to the root of their differences		5	5	7	2	2	1	3.43	2.23
Team Members' average score for this factor								5.98	1.40
External Stakeholders' average score for this factor								6.33	1.03

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.

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?

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 Stakeholder 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?

Team Member Comments

- Improve communication to head office personnel.
- As the environment settles, solidify the working practices by formalising ways of working.
- Develop and communicate the longer term vision and strategy for the organisation.
- Gain feedback from employees on the mood of the company, issues and satisfaction levels.

External Stakeholder Comments

- Effective communication, developing improvements together, and ensuring correct balance.
- Speeding up decision making.
- Understanding opportunities - getting the right mix - and not underselling.
- Focus even further on quality - setting ourselves apart with a point of difference.