

Campbell-Hallam[®] Team Development Survey (TDS[®])

TEAM REPORT FOR

ABC Team

Completed January 2005



Group Facilitation Instructions:

The main purpose of this survey is to help the team find ways to improve. The following steps are suggested:

1. Organize a team meeting in which the results will be presented and discussed. Invite only members of the team.
2. Set aside 2-4 hours for this meeting and try to minimize outside distractions such as incoming phone calls.
3. Use overheads of an example profile to briefly teach the team how to read the results.
4. Give the members 20-30 minutes to study their results on their own.
5. As they read through the results, have the team members write down 1) surprises and questions, and 2) ideas for team improvement.
6. As a team, discuss what is going well.
7. Have the team members select three scales that they wish to discuss, areas in which there is room for improvement.
8. Break the team into three sub-groups and assign one of the three areas to each of the subgroups. Give each group a flipchart and markers.
9. Have each subgroup discuss: 1) why the area is important; 2) possible causes of their scores in the area; and 3) actions for improvement.
10. Actions should be specific and begin with a verb (e.g., *meet* briefly each Monday to discuss the week ahead; *write* a team mission statement).
11. Give each group at least a half hour to discuss their area.
12. Bring the team back together and have each subgroup make a presentation.
13. At the end of each presentation, have the team members select one or two actions that they intend to take to improve in the area.
14. After the presentations by subgroups, discuss overall reactions to the meeting and address final questions.
15. Arrange to have the list of improvement actions typed and distributed to the team.
16. Follow up at a predetermined time to assess the team's progress.

For more detailed facilitation instructions, see the TDS Facilitator's Guide.

Date Scored: May 19, 2006

Version E

Team Code:

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General Summary

The team's Overall Index is mid-range, indicating that the members on average think the team is working pretty well together, but there is room for team improvement in certain areas.

Range of Team Member Scores

Team members' scores on the Overall Index range from very low to high. A wide range of scores is typical. The team tends to agree most on Satisfaction, Rewards, and Empowerment and disagree most on Organizational Support, Skills, and Feedback, as indicated by the range of scores on these scales.

Team Strengths

More than half of the team's scores are above average, and the highest scores are in the areas of Performance (58), Satisfaction (57), and Commitment (55).

Team members tend to like some things about the team, including the following:

- *they have challenging goals for their performance on the team*
- *they accept personal responsibility for the success of the team*
- *the team leader is skilled and experienced*
- *the team leader gives members the freedom to make their own decisions*
- *they offer help to each other when it is needed*

Perhaps most important, team members tend to say they like being part of the team and that the team's work is high quality. These strengths are worth celebrating.

Areas for Improvement

Some of the team's scores are below average, and the team's lowest scores are in the areas of Material Resources (40), Organizational Support (43), and Information (46).

Members tend to report some specific problems, including the following:

- *they need a better way to get news or plans from people outside the team*
- *they receive few rewards for performing well on the team*
- *the team does not often receive performance reports, such as sales figures or customer comments*
- *the team is overwhelmed with things to do*
- *the team often receives critical information too late*

Based on these reported problems, here are some actions that the team might consider taking to improve:

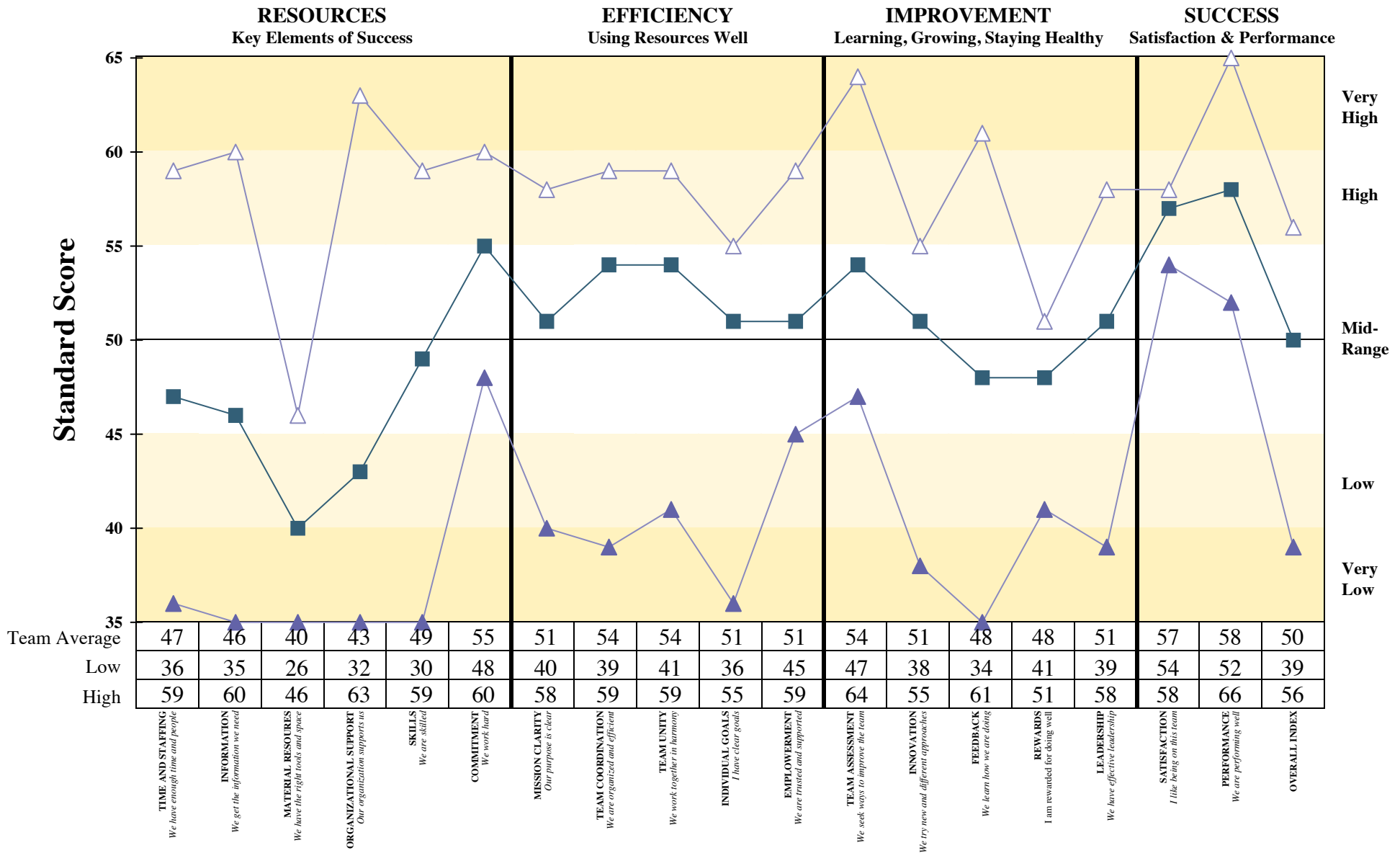
- *specify the kinds of news or plans that they need to hear about and develop a strategy for obtaining this information*
- *make a point of rewarding themselves when they think they have performed well; let their successes be known*
- *develop a system for obtaining regular team performance reports, such as conducting brief interviews with key customers*
- *prioritize their work and select the more important tasks for greater team emphasis*
- *make a list of the information they need and develop a new strategy for obtaining it*

See the next page for help in reading this profile.

CAMPBELL-HALLAM TEAM DEVELOPMENT SURVEY RESULTS

ABC Team (January 2005; 8 respondents)

Highest Score ▲ Team Average ■ Lowest Score ▲



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Team Code:

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Survey Version: ET1.1193

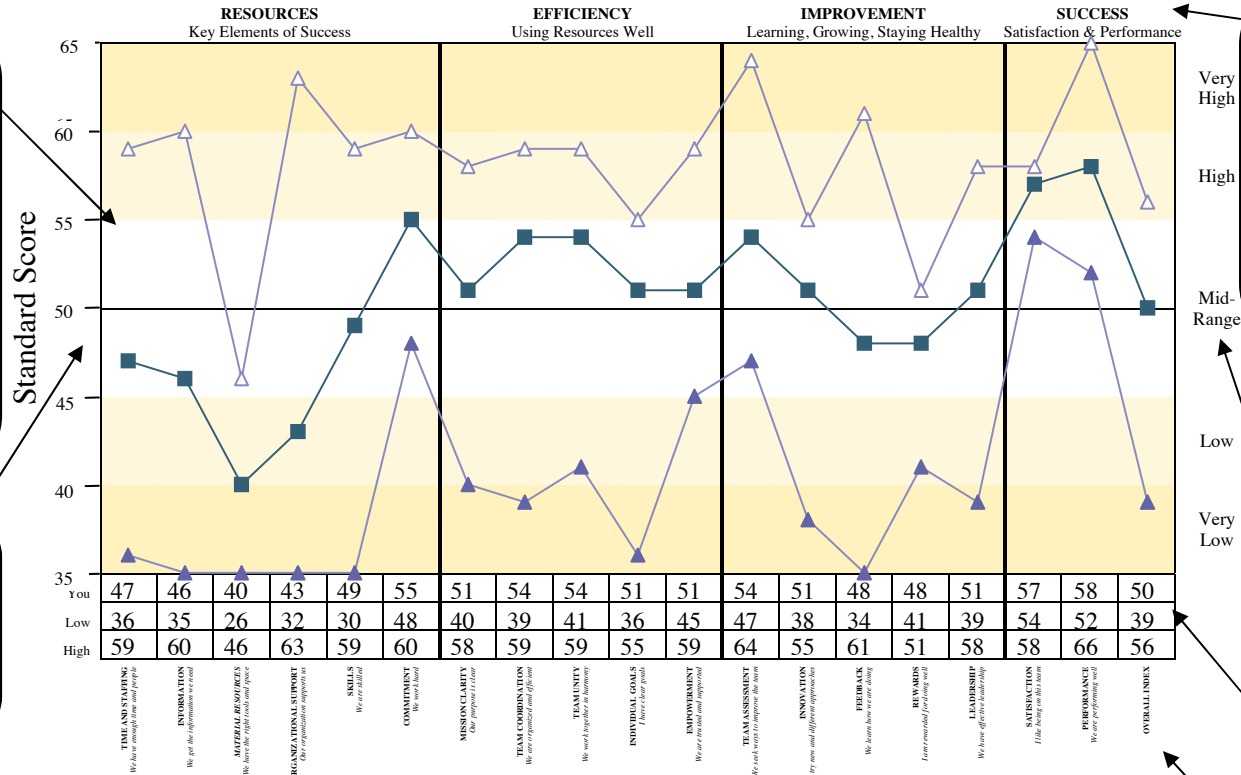
Use this page when you need answers to specific questions about how to read the profile.

10. The graph title shows the team name, the month when the team completed the survey, and the number of team members who completed the survey. The month may be worth noting if you think memorable events influenced the team's responses.

CAMPBELL-HALLAM TEAM DEVELOPMENT SURVEY RESULTS

ABC Team (January 2005; 8 respondents)

Highest Score ▲ Team Average ■ Lowest Score ▼



1. The highest, average, and lowest scores are reported here. Peaks in the center line, the average scores, represent areas in which the team feels relatively satisfied; valleys represent areas in which the team sees a need to improve. A broad range of scores among team members is fairly common. In some cases, scores might be above 65 or below 35.

2. A score of 50 represents the typical team that has taken this survey. A wide range of teams from many different organizations have been surveyed.

3. This is the number NCS Pearson has assigned to this team.

4. The survey includes 19 scales measuring different aspects of the team. The scale titles are listed at the bottom of each graph, along with statements that represent each scale. These areas were selected because research has suggested that they are important for the overall effectiveness of teams. Use your own judgment in assessing the importance of each area for this team.

5. The Team Development Survey will be periodically updated. This is the version completed by this team.

9. There are four groups of scales on the survey: RESOURCES (key elements of success), EFFICIENCY (using resources well), IMPROVEMENT (learning, growing, staying healthy), and SUCCESS (satisfaction and performance).

8. The labels "Mid-Range," "High," etc. are used on the following pages to indicate the level of scores.

7. The scores used to generate the graph appear here. The scores in the bottom two rows represent the lowest and highest scores obtained by individuals on this team.

6. The OVERALL INDEX is based on responses to the entire survey. If scores are consistently high, the OVERALL INDEX may be even higher, or vice versa for low scores.

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Team Code:

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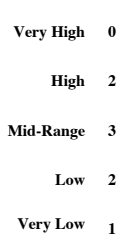
The graphs at the left show how the team members scored on each scale. The categories Very Low, Low, Mid-Range, High and Very High are based on standard scores and correspond to the ranges shown on the previous graph. The number of team members in each category appears to the left of each bar.

The items in each scale are listed here. These items were mathematically combined to form the scale scores. *Statements in italics were negatively weighted in the scoring.* Some items appear on more than one scale. The observer items are also reported here, but were *not included* in the scoring of scales. They appear here to help you compare the team's responses with the observers' responses.

"Ways to help" are listed at the bottom of each scale. The same ideas appear no matter how high or low the team scores. Each team is unique, so some of these ideas may not apply. This list is intended only to help the team find its own ways to improve. Team members should mark those actions (and write down other actions) that they might consider taking in the near future.

The numbers to the right of each item reflect how many people chose each response. The column at the far right shows the percentage of people who responded in a favorable way, which means agreeing or strongly agreeing with a positive statement or, in the case of a negative (*italicized*) statement, either disagreeing or strongly disagreeing. Use the column at the far right to scan for problem areas.

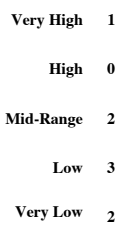
Time and Staffing



	STRONGLY DISAGREE	Disagree	slightly disagree	slightly agree	Agree	STRONGLY AGREE	Percent Favorable
26. We have enough time and people to perform well.....	1	1	3	2	1	0	13
<i>10. I am burdened by other responsibilities that reduce my ability to contribute to this team.....</i>	0	2	1	2	2	1	25
<i>41. We are overwhelmed with things to do.....</i>	0	0	2	1	4	1	0
<i>63. We need to focus on fewer activities.....</i>	0	2	2	3	1	0	25
Observer Item 6. They have enough time to do their work.....	1	0	1	1	1	0	25

Ways to Help: Identify low-priority tasks that the team could postpone or eliminate. Manage your time better (e.g., by making lists and prioritizing what you have to do). Avoid rushed times by planning realistically. Write a job description for selecting a new team member.

Information



	STRONGLY DISAGREE	Disagree	slightly disagree	slightly agree	Agree	STRONGLY AGREE	Percent Favorable
19. We usually have access to the information we need.....	0	0	2	4	2	0	25
<i>37. We need a better way to get news or plans from people outside the team.....</i>	0	1	1	1	4	1	13
<i>50. We often receive critical information too late.....</i>	0	1	1	3	1	1	14
<i>62. I often find it difficult to get answers to important questions about my work.....</i>	0	3	2	1	2	0	38
Observer Item 8. They get the information they need to do their work.....	0	0	0	1	3	0	75

Ways to Help: Identify specific individuals from whom you need important information. Tell these people what you need to know, when you need to know it, and why the information is important to you. Reserve a time in each meeting to share what you know.

Material Resources

		STRONGLY DISAGREE	Disagree	slightly disagree	slightly agree	Agree	STRONGLY AGREE	Percent Favorable
Very High	0							
High	0							
Mid-Range	2							
Low	2							
Very Low	4							
		44. We have enough money and other material resources to do our work.....	2	4	0	1	1 0	13
		66. We have easy access to the equipment we need.....	0	1	4	1	2 0	25
		27. We need a better space where our team can meet or work.....	0	4	1	2	1 0	50
		34. I would be more effective if I had a certain tool, resource, or piece of equipment.....	1	1	1	1	3 1	25
		71. I work under unpleasant conditions, such as crowding, dirt, noise, or poor lighting.....	2	3	0	0	2 1	63
		Observer Item 5. They have enough money, equipment, and other material resources.....	1	0	0	2	1 0	25

Ways to Help: Identify one obtainable resource that would help you or your team be more productive. Explain why you think it is important. Set a goal for obtaining it.

Organizational Support

		STRONGLY DISAGREE	Disagree	slightly disagree	slightly agree	Agree	STRONGLY AGREE	Percent Favorable
Very High	1							
High	1							
Mid-Range	1							
Low	0							
Very Low	5							
		13. Our organization fully supports this team and its mission.....	0	0	1	4	2 1	38
		19. We usually have access to the information we need.....	0	0	2	4	2 0	25
		26. We have enough time and people to perform well.....	1	1	3	2	1 0	13
		44. We have enough money and other material resources to do our work.....	2	4	0	1	1 0	13
		Observer Item 21. Their organization supports the team and its mission.....	0	0	0	0	4 0	100

Ways to Help: Make the case for how your team can benefit your organization overall. Ask the key leaders in your organization for their feedback and support. Address any source of conflict between your team and other groups in your organization. Earn your organization's support by performing well as a team.

Skills

		STRONGLY DISAGREE	Disagree	slightly disagree	slightly agree	Agree	STRONGLY AGREE	Percent Favorable
Very High	0							
High	1							
Mid-Range	6							
Low	0							
Very Low	1							
		5. Our team members are skilled and competent.....	0	0	0	0	4 4	100
		25. The team leader is skilled and experienced.....	0	0	1	0	5 0	83
		53. Team members strive to develop skills that can benefit the team.....	0	0	1	3	4 0	50
		56. There are team members who have the skill or knowledge to back me up if necessary.....	0	0	0	2	4 2	75
		64. Team members have been carefully selected to create the right mix of skills.....	0	4	2	0	2 0	25
		39. This team suffers from a lack of training or experience.....	1	2	3	0	1 1	38
		Observer Item 4. Team members are skilled.....	0	0	0	0	0 4	100

Ways to Help: Choose one job-related skill or area of knowledge that you would like to develop. Pursue development opportunities such as training and special assignments. Help your teammates to learn and grow. Look for and make use of their unique skills.

Team Unity

		STRONGLY DISAGREE	Disagree	slightly disagree	slightly agree	Agree	STRONGLY AGREE	Percent Favorable
Very High 0	14. This team often laughs together.....	0	0	0	2	4	2	75
High 5	28. When we disagree, we usually work out our differences in an honest, healthy way.....	0	0	1	2	4	1	63
Mid-Range 2	46. Team members offer help when I need it.	0	0	0	2	4	2	75
Low 1	65. <i>Voicing disagreement on this team is risky.</i>	0	4	3	1	0	0	50
Very Low 0	68. <i>Team members compete with each other rather than cooperate.</i>	1	5	0	2	0	0	75
	Observer Item 12. They work together in harmony.	0	0	0	1	2	1	75

Ways to Help: Be kind and respectful to your teammates. Get to know your teammates in an informal atmosphere away from work. Try to relax and have more fun at work. If necessary, seek the help of a professional group facilitator.

Individual Goals

Very High 0	8. I have challenging goals for my performance on this team.	0	0	0	2	3	2	71
High 4	24. I know what I want to achieve on this team.	0	0	1	2	4	1	63
Mid-Range 2	15. <i>I often do not know what I am supposed to be doing on this team.</i>	1	4	3	0	0	0	63
Low 1	Observer Item 14. The individuals on the team have clear goals for their performance.....	0	0	0	2	2	0	50
Very Low 1								

Ways to Help: Write down your goals and think about how they fit with the goals of the team. Your goals should be specific, challenging, and meaningful to you. Share these goals with the other team members or the team leader. Review your goals periodically to check your progress.

Empowerment

Very High 0	35. The team leader gives members the freedom to make their own decisions.....	0	0	0	0	6	2	100
High 2	59. The team leader encourages members with different opinions to express their ideas.....	0	1	0	2	4	0	57
Mid-Range 5	69. We have the opportunity to develop new skills.....	0	1	1	4	2	0	25
Low 1	42. <i>The team leader often says things that discourage members from performing well.</i>	1	4	1	0	0	0	83
Very Low 0	Observer Item 13. Team members have the authority to make important decisions.	0	0	0	1	2	1	75

Ways to Help: Take steps to earn the trust of the people who can give you more control over your work. Ask the organization or leader for greater authority on a specific project or task.

Team Assessment

			STRONGLY DISAGREE	Disagree	slightly disagree	slightly agree	Agree	STRONGLY AGREE	Percent Favorable
Very High	2	4. We take the time as a team to examine areas in which we need more skill or experience.	0	1	2	1	4	0	50
High	1	58. We have recently discussed what we did right or wrong on a particular project or job.	0	1	3	0	3	0	43
Mid-Range	5	33. <i>We rarely stop to consider how we can work better as a team.</i>	0	3	1	3	0	0	43
Low	0	Observer Item 18. Team members take the time to examine ways to improve how they work							
Very Low	0	together.....	0	0	0	1	3	0	75

Ways to Help: Set aside a regular time (e.g., after each major deadline) for discussing what the team is doing well and how it can improve. Set action plans for team improvement. Plan to use this survey once or twice a year to stimulate continuous improvement.

Innovation

			STRONGLY DISAGREE	Disagree	slightly disagree	slightly agree	Agree	STRONGLY AGREE	Percent Favorable
Very High	0	23. We are open to trying new and different approaches to our work.	0	0	1	3	1	3	50
High	2	36. Our team has a reputation for being innovative.....	0	0	0	4	2	0	33
Mid-Range	5	48. Our team members have many new and creative ideas.	0	0	1	5	2	0	25
Low	0	61. <i>We hesitate to try something new, even if the change would be a clear improvement.</i>	2	3	0	2	0	1	63
Very Low	1	Observer Item 17. The team is innovative.	0	0	0	0	2	2	100

Ways to Help: Lead by example -- share your ideas and reward others for sharing their ideas. Have team brainstorming sessions (in which team members freely contribute as many ideas as possible without criticism) to generate ideas for improving your product or service. As a team, identify and address barriers to innovation.

Feedback

			STRONGLY DISAGREE	Disagree	slightly disagree	slightly agree	Agree	STRONGLY AGREE	Percent Favorable
Very High	1	30. We often receive reports on our performance, such as sales figures or customer comments. ...	0	5	1	1	1	0	13
High	1	54. We have a good method of tracking our team's performance.....	0	1	2	4	1	0	13
Mid-Range	3	67. The team leader gives members valuable feedback to help them improve.	0	2	0	4	1	0	14
Low	0	11. <i>I am never sure how well I am performing on this team.</i>	1	4	1	0	1	0	71
Very Low	3	Observer Item 20. They receive accurate and timely feedback about how they are doing.	0	0	0	1	3	0	75

Ways to Help: Ask key people (e.g., your customers or teammates) for their honest feedback. Tell them what kinds of things you want feedback on. Accept criticism without always defending yourself. As a team, agree to give constructive feedback to each other as a regular part of working together.

Rewards

			STRONGLY DISAGREE	Disagree	slightly disagree	slightly agree	Agree	STRONGLY AGREE	Percent Favorable
Very High	0	18. I am valued for my contribution to this team.....	0	0	0	4	3	1	50
High	0	47. The team leader praises or rewards members when they perform well.....	0	0	1	1	5	0	71
Mid-Range	6	55. I receive few rewards for performing well on this team.....	0	0	1	3	4	0	0
Low	2	Observer Item 16. Members receive praise or other rewards when they perform well.....	0	0	0	1	2	1	75
Very Low	0								

Ways to Help: Set an example by praising your teammates when they perform well. Do a better job of showing your teammates how you contribute to the team. See “Feedback” (above) for other ideas.

Leadership

			STRONGLY DISAGREE	Disagree	slightly disagree	slightly agree	Agree	STRONGLY AGREE	Percent Favorable
Very High	0	25. The team leader is skilled and experienced.	0	0	1	0	5	0	83
High	3	31. The team leader has a clear vision of where we are going as a team.....	0	0	3	1	2	1	43
Mid-Range	4	47. The team leader praises or rewards members when they perform well.....	0	0	1	1	5	0	71
Low	0	59. The team leader encourages members with different opinions to express their ideas.....	0	1	0	2	4	0	57
Very Low	1	67. The team leader gives members valuable feedback to help them improve.....	0	2	0	4	1	0	14
		42. The team leader often says things that discourage members from performing well.....	1	4	1	0	0	0	83
		Observer Item 10. They have effective leadership.....	0	0	0	0	4	0	100

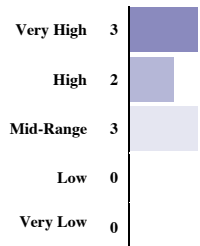
Ways to Help: Talk to the team leader about how he or she views the job of leader. Help the leader by making contributions in areas where he or she has weaknesses. If you are the leader, seek feedback and development opportunities.

Satisfaction

			STRONGLY DISAGREE	Disagree	slightly disagree	slightly agree	Agree	STRONGLY AGREE	Percent Favorable
Very High	0	6. I like being part of this team.....	0	0	0	0	5	3	100
High	7	32. I am proud to be part of this team.....	0	0	0	0	5	3	100
Mid-Range	1	52. I am unhappy on this team.....	4	4	0	0	0	0	100
Low	0	Observer Item 9. They are happy to be part of their team.....	0	0	0	0	4	0	100
Very Low	0								

Ways to Help: Pursue solutions to the other problems indicated by this survey. Look at how you might be responsible for your own dissatisfaction.

Performance

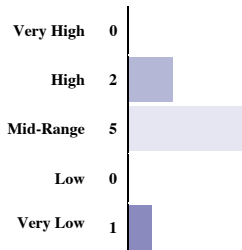


Note: This list of observer items corresponds to the list of member items above.

	STRONGLY DISAGREE	Disagree	slightly disagree	slightly agree	Agree	STRONGLY AGREE	Percent Favorable
2. Reports on our performance are favorable.	0	0	0	0	5	3	100
17. We are meeting our team objectives.....	0	0	0	5	2	1	38
40. Our work is high quality.....	0	0	0	0	6	2	100
60. The people who evaluate our team performance are happy with our results.....	0	0	0	2	3	2	71
72. So far, our team has been a great success.....	0	0	0	2	3	3	75
Observer Item 19. Reports on their performance are favorable.....	0	0	0	1	1	2	75
Observer Item 7. They are meeting their team objectives.....	0	0	0	2	1	1	50
Observer Item 1. The team's work is high quality.	0	0	0	0	2	2	100
Observer Item 15. I am happy with the team's results.	0	0	0	0	1	3	100
Observer Item 22. So far, the team has been a great success.....	0	0	0	0	2	2	100

Ways to Help: Set team performance goals and work toward them. Address the other areas measured by this survey. Seek honest feedback about how the team is doing. Make certain others are aware of your successes as a team.

Overall Index



The Overall Index is based on responses to the entire survey.

Other Questions for Discussion

These questions are not scored as part of any scale. Your answers reflect the extent to which your group can be seen as a team, rather than just a collection of individuals.

7. My work requires frequent interaction with the other team members.....	0	1	0	1	2	4
16. We clearly think of ourselves as a team.	0	0	0	5	3	0
20. I am not sure just who is on this team.....	4	3	0	1	0	0

These questions are for discussion and research.

70. We need to meet more often as a team.....	1	0	2	2	2	1
43. We rarely follow through on our plans for improving the team.....	0	4	3	1	0	0

Supplemental Items

	STRONGLY DISAGREE	Disagree	slightly disagree	slightly agree	Agree	STRONGLY AGREE
A. My team leader is a person I can respect.....	0	0	0	2	4	2
B. My ideas and concerns are treated as important contributions to this team's growth.....	1	0	1	1	5	0
C. Work is distributed fairly in my team.....	1	0	1	1	5	0