Team Performance Diagnostic Report

CONFIDENTIAL

This report has been produced specifically for:
Team Name: Sample Team Diagnostic
Company: Sample Co
Report Date: 15/03/2016

Using brain science to enhance personal and business performance

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Introduction

Thank you for undertaking the **PRISM** Team Performance Diagnostic process: we hope that you will find the results both very informative and rewarding. Having completed the survey, the next step is to consider what to do in terms of providing feedback to the team and how to take the process forward to achieve the desired results. Please remember that an important part of the process is to help the team to take ownership of its own performance improvement.

Effective team performance feedback not only improves team morale, but also motivates them to develop and to do a better overall job. It is important to understand what constitutes effective feedback because it has the power to bring harmony and cohesion to a team, as well as the kind of motivation necessary to achieve high performance. If not handled correctly, feedback can generate anxiety and conflict within a team.

Giving feedback is not about apportioning blame, or about making team members feel good, but about showing them how they can work more effectively and enhance their own job satisfaction by achieving better results. It is important, therefore, to use this report to help the team focus on objective ways in which they can improve their performance.

Here are five basic steps that will help you to ensure that you get the most from this report:

- **Step 1.** Set aside adequate time when you are unlikely to be interrupted and read the report carefully so that you fully understand its contents.

- **Step 2.** Arrange a meeting of all the team members and present the full report to them, highlighting, in particular, the ‘Summary Scores Chart’ (Section 4) and the comments made by all the respondents (Section 9). Initiate a discussion to identify areas of strength that need to be maintained and also those areas that need to be developed if better performance is to be achieved.

- **Step 3.** In particular, prioritise those areas of performance that should be addressed as a matter of urgency, but avoid attempting to improve too many areas at once. It is normally more effective to target one or two areas, an improvement in which would have a significant impact on overall team performance. Obtain team agreement on the areas to be targeted and consider the resultant impact on the team, the organisation, stakeholders etc., if that improvement were to be achieved.

- **Step 4.** Focus on the key target areas identified at Step 3 and get the team to agree and to commit to specific actions to bring about the necessary improvements: what has to be done, by whom and by when. Challenge the team to ensure clarity on the areas that can be improved by the team itself and on those areas where they will need external assistance. Identify potential obstacles to success and also specifically what support will be needed and where that will be obtained.

- **Step 5.** Challenge the team on how they will monitor progress on the relevant targets and how they will know when they have been successful in achieving the agreed improvements. Obtain team commitment to realistic timescales for completion of the agreed actions and set a date for a subsequent Diagnostic survey to measure improvements and to identify further target areas for action. It is most important that you monitor progress to ensure that the agreed actions and timescales are met.

The **PRISM** Team Performance Diagnostic system has been used successfully in a wide variety of organisations throughout the world, but its ultimate success depends on the commitment of its users to bring about the changes highlighted by the system as necessary if high performance is to be achieved.

If you require support or advice on the use of this report, please contact the person who introduced you to the system, or contact us at: info@prismbrainmapping.com. We hope that you will find the system and its report information an invaluable tool for improving team performance.

**PRISM** Team Performance Diagnostic Systems
What it measures

In theory, work teams are created to produce optimum results in support of an organisation’s objectives, however research shows that the most effective and successful teams are those that constantly monitor, measure and take steps continuously to enhance their performance. It follows, therefore, that creating a climate of continuous performance improvement begins by identifying the team’s current performance and its capacity for achieving performance excellence.

This PRISM Team Performance Diagnostic report is designed to provide you with an analysis of your team’s current performance and to help you and the team to identify what the team members feel they need to focus on to improve the performance of the team.

For the purposes of this report, PRISM adopts the following definition of a ‘high performance team’:

A high performance team is a relatively small number of people with complementary skills who are equally committed to a common purpose, working approach and objectives for which they hold themselves mutually accountable. In particular, high performance team members are deeply committed to each other’s personal growth and success, and they significantly outperform other comparable teams and all reasonable expectations. In the ‘Overall Summary Chart’ shown at Section 4 in this report, ‘high performance’ is represented by the outer, bold ring of the circle diagram, indicating scores of 75% or greater.

Key Result Areas

The questions in the Diagnostic application relate to the way in which the team members feel the team as a whole responds to 12 key result areas of performance. Six of the key result areas relate to the achievement of team goals or objectives and six to team internal and external relationships.

The six achievement result areas are:

- **Goals and Strategies**: The extent to which all the team members fully understand and are committed to the team’s goals and strategies.
- **Team Cohesion**: The extent to which all the team members experience a sense of unity and shared commitment to the team’s role.
- **Accountability**: The extent to which individual team members are clear about and accept their own roles and responsibilities.
- **Decision Making**: The extent to which the team uses effective problem solving processes when dealing with complex issues.
- **Drive for Results**: The extent to which team members are motivated by and achieve demanding targets.
- **Driving Change**: The extent to which team members embrace change and respond to it pro-actively in a positive manner.

The six relationships result areas are:

- **Trust**: The extent to which team members demonstrate a high level of trust, openness and reliance on each other.
- **Positive Outlook**: The extent to which team members are forward looking and take a strong, positive, optimistic view of their work.
- **Communication**: The extent to which all members keep each other fully informed about team issues.
- **Team Spirit**: The level of camaraderie and willingness to provide mutual support that exists between all team members.
- **Valuing Diversity**: The extent to which team members value and make use of each other’s ideas, skills, background experiences, behavioural strengths and knowledge.
- **Handling Feedback**: The extent to which team members regard constructive conflict and opinion sharing as beneficial to their individual and team performance.

Teamworking Skills

The extent to which the team members possess the skills necessary to build a high performance team.

Commitment to Teamworking

The extent to which the team members are committed to working together collaboratively to deliver high performance

Team Effectiveness

Some teams achieve their objectives, but they do so ineffectively in terms of cost, whereas other teams deliver equally good
results at considerably less cost. The Diagnostic application measures the extent to which the team makes effective use of its material and human resources to attain its level of achievement.

Team Climate

Some teams achieve their objectives, but the work environment is such that team members feel under valued and unsupported. The Inventory measures the extent to which team members feel supported by the organisation and by other team members.

Team Morale

Measuring team morale is very important because it puts a focus on the team’s tasks, and how good the team feels about its abilities to complete them to a high standard. Achieving high morale should be a key goal of any organisation. Team morale is a combination of the **enthusiasm** and **persistence** with which team members engage in the activities of the team. This definition is closely related to team cohesion and team spirit, and includes the willingness to persist in times of difficulty and unhappiness.

Organisational Culture

The Diagnostic application also measures the organisational culture of the organisation within which the team operates. All work teams exist and operate within organisational cultures. The culture, or ‘personality’, of an organisation is often taken for granted, but every winning culture has a unique ‘behavioural DNA’ that is based on shared values which embody eight behaviours that are common to high performers. The eight cultural factors are:

- **A desire to succeed**: The organisation's culture is based on the relentless pursuit of business and personal excellence, always pushing to do better and being resilient despite opposition or setbacks.
- **A one team culture**: The organisation’s culture is about creating cohesion and trust by helping all individuals to achieve their full potential and by making the most of everyone’s talents.
- **Personal ownership**: The organisation’s culture is about encouraging everyone to take personal responsibility for and ownership of overall business performance.
- **Passion and energy**: The organisation’s culture is about bringing infectious enthusiasm to all work activities and delivering exceptional performance in the areas that really matter.
- **Action orientated**: The organisation’s culture is about being self-motivated, creating and maintaining a sense of urgency and knowing where the real value of any activity is.
- **Externally focused**: The organisation’s culture is about focusing energies on delighting the customer and beating competitors rather than internal issues and politics.
- **Embracing change**: The organisation’s culture is about challenging the status quo, welcoming change and looking for new and better ways of doing things.
- **Inspirational leadership**: The organisation’s culture is about providing inspirational leadership that makes others feel motivated, inspired and empowered to perform at their very best.

Team Self Perception

In high performing teams all members tend to have a common view of the team’s performance and the amount of support they receive from the organisation and from each other. In less effective teams there tends to be a greater disparity in the views held by members. The Diagnostic application measures the extent of the range of views held by members of these two factors. The greater the disparity, the lower the level of team self-awareness and cohesion.
At the core of this Team Performance Diagnostic report is the overall Team Performance Chart which is depicted as a circle, or wheel, and around which 12 key result areas of performance are shown. The chart below is only a sample, your team’s actual wheel and results will be shown on the following page. The outer edge of the wheel, shown in more intense colour, represents ‘high performance’ levels. Ideally, teams should aim to have their scores for all 12 key result areas plotted in this area. The six key result areas to the left of the circle are associated with the achievement of the team’s goals, whereas the six key result areas to the right of the circle relate to interpersonal relationships, both within the team and externally. Superimposed on the wheel are ‘maps’ representing the rating average scores given by each group of respondents to the Team Performance Diagnostic Inventory. There are three groups of respondents: the team leader (shown in red), the team members (shown in blue) and, if appropriate, respondents who are not team members (shown as a dotted black line), but who are very familiar with the team and the services provided by its members.

This shows the average of the combined rating scores provided by the team and the line manager indicating to what extent they perceive they have achieved performance excellence in the 6 ‘achievement’ key result areas.

This shows the rating scores given by the team (blue) and the line manager (red) indicating how effectively the team (including the leader) perceive they have attained their overall level of performance i.e. shown as 52% for the leader’s perception and 54% for the team’s perception in this sample chart. In other words, did they achieve that performance effectively or ineffectively? This sample shows that both the leader and the team felt that they were only attaining their ‘achievement’ key result areas at a 53% effectiveness level.

This shows the average of the combined rating scores given by the team (blue) and the line manager (red) indicating the level of mutual support that existed within the team in the 6 ‘relationships’ key result areas.

This shows the rating scores given by the team (blue) and the line manager (red) indicating how effectively the team perceive that there is mutual support within the team i.e. shown as 54% for the leader’s perception and 51% for the team’s perception in this sample chart. In other words, did they feel that their colleagues were supportive or unsupportive? This sample shows that both the leader and the team felt that the level of mutual support within the team was, on average, only 52.5%.

This is the average of the combined rating scores given by the line manager and the team members for their perception of the extent to which the team members possess the skills necessary to enhance their team working effectiveness.

This is the average of the combined rating scores given by the line manager and the team members for their perception of the extent to which the team perceive that there is a commitment within the team to achieve effective teamworking.
2 Team Performance Chart - Overall Performance Chart

Achievement

- Team Effectiveness
  - High
  - Low
- Team Cohesion
- Goals and Strategies
- Trust

Relationships

- Supportive
- Unsupportive
- Positive Outlook
- Communication
- Team Spirit
- Valuing Diversity
- Handling Feedback
- Driving Change
- Decision Making
- Drive for Results

Teamworking Skills

- Team perception
- Manager perception
- External perception

* Average of manager and internal team only
Building and maintaining work teams with high morale should be a key goal of any organisation. Team morale is the product of a number of factors, but, in particular, it is a combination of the levels of enthusiasm and persistence with which team members engage in the activities of the team.

Measuring team morale is very important because it focuses on the team's tasks, and its abilities to complete them to a high standard. Members of teams with high morale often have the following traits:

- They are happy in the team and enjoy working there
- They are willing to go the extra mile for the team to ensure it succeeds
- They are willing to help and support each other, no matter what the task is
- They express pride in the team and the work that it does
- They do not give up, even in the face of tough opposition or setbacks

The above chart shows the team's individual scores for both enthusiasm and persistence. However, because team morale requires a combination of both in equal measure, the overall team score and its rating, on a scale ranging from 'Low' to 'High', are also shown.
### Summary Scores Chart - Key Result Areas

<table>
<thead>
<tr>
<th>Performance Factors</th>
<th>Description</th>
<th>Manager Rating</th>
<th>Team Rating</th>
<th>External Rating</th>
<th>Average Rating</th>
<th>Performance Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goals and Strategies</td>
<td>The extent to which all the team members fully understand and are committed to the team's goals and strategies.</td>
<td>36</td>
<td>52</td>
<td>62</td>
<td>44</td>
<td>Poor</td>
</tr>
<tr>
<td>Team Cohesion</td>
<td>The extent to which all the team members experience a sense of unity and shared commitment to the team's role.</td>
<td>50</td>
<td>61</td>
<td>48</td>
<td>55</td>
<td>Below average</td>
</tr>
<tr>
<td>Accountability</td>
<td>The extent to which individual team members are clear about and accept their own roles and responsibilities.</td>
<td>36</td>
<td>54</td>
<td>54</td>
<td>45</td>
<td>Poor</td>
</tr>
<tr>
<td>Decision Making</td>
<td>The extent to which the team uses effective problem solving processes when dealing with complex issues.</td>
<td>57</td>
<td>64</td>
<td>70</td>
<td>61</td>
<td>Below average</td>
</tr>
<tr>
<td>Drive for Results</td>
<td>The extent to which team members are motivated by and achieve demanding targets.</td>
<td>57</td>
<td>61</td>
<td>32</td>
<td>59</td>
<td>Below average</td>
</tr>
<tr>
<td>Driving Change</td>
<td>The extent to which team members embrace change and respond to it pro-actively in a positive manner.</td>
<td>50</td>
<td>54</td>
<td>54</td>
<td>52</td>
<td>Below average</td>
</tr>
<tr>
<td>Trust</td>
<td>The extent to which team members demonstrate a high level of trust, openness and reliance on each other.</td>
<td>79</td>
<td>32</td>
<td>45</td>
<td>55</td>
<td>Below average</td>
</tr>
<tr>
<td>Positive Outlook</td>
<td>The extent to which team members are forward looking and take a strong, positive, optimistic view of their work.</td>
<td>50</td>
<td>54</td>
<td>73</td>
<td>52</td>
<td>Below average</td>
</tr>
<tr>
<td>Communication</td>
<td>The extent to which all members keep each other fully informed about team issues.</td>
<td>57</td>
<td>41</td>
<td>54</td>
<td>49</td>
<td>Below average</td>
</tr>
<tr>
<td>Team Spirit</td>
<td>The level of camaraderie and willingness to provide mutual support that exists between all team members.</td>
<td>71</td>
<td>55</td>
<td>55</td>
<td>63</td>
<td>Below average</td>
</tr>
<tr>
<td>Valuing Diversity</td>
<td>The extent to which team members value and make use of each other’s ideas, skills, background experiences, behavioural strengths and knowledge.</td>
<td>36</td>
<td>52</td>
<td>68</td>
<td>44</td>
<td>Poor</td>
</tr>
<tr>
<td>Handling Feedback</td>
<td>The extent to which team members regard constructive conflict and opinion sharing as beneficial to their individual and team performance.</td>
<td>93</td>
<td>61</td>
<td>70</td>
<td>77</td>
<td>High</td>
</tr>
<tr>
<td>Teamworking Skills</td>
<td>The extent to which the team members possess the skills necessary to build a high performance team</td>
<td>71</td>
<td>62</td>
<td>58</td>
<td>67</td>
<td>Average</td>
</tr>
<tr>
<td>Commitment to Teamworking</td>
<td>The extent to which the team members are committed to working together collaboratively to deliver high performance</td>
<td>54</td>
<td>54</td>
<td>66</td>
<td>54</td>
<td>Below average</td>
</tr>
<tr>
<td>Team Effectiveness</td>
<td>The extent to which the team makes effective use of its material and human resources to attain its current level of achievement</td>
<td>52</td>
<td>57</td>
<td>59</td>
<td>54</td>
<td>Below average</td>
</tr>
<tr>
<td>Team Climate</td>
<td>The extent to which team members feel supported by the organisation and by other team members</td>
<td>54</td>
<td>55</td>
<td>50</td>
<td>54</td>
<td>Below average</td>
</tr>
<tr>
<td>Team Morale</td>
<td>The extent to which team members enjoy being in the team and are willing to do what it takes to ensure that it succeeds in its tasks despite tough challenges</td>
<td>71</td>
<td>71</td>
<td>71</td>
<td>71</td>
<td>Average</td>
</tr>
</tbody>
</table>
All work teams exist and operate within organisational cultures, and research indicates that fewer than 10% of organisations succeed in creating a true winning culture that enables teams to become high performance ones. Despite this, the research indicated that 70% of the leaders surveyed agreed that a high performance culture provides the greatest single source of competitive advantage. The culture, or ‘personality’, of an organisation is often taken for granted, but every winning culture has a unique ‘behavioural DNA’ that is based on shared values which embody eight high-performance behaviours that are common to high performers. The true test of a winning culture, however, is whether the expectations of high performance are clearly understood, shared and fully committed to by everyone in the organisation. A high performance culture is the glue that holds a business together. It inspires loyalty in employees and makes them proud to be a part of ‘the team’. It motivates people to do the right thing, not just the easy option. In organisations with high performance cultures, people not only know what they should do, but also they know why it is important that they should do it. An organisation that lacks a high performance culture is likely to be doomed to under-performance because its culture will have a negative impact on the teams within that organisation.

<table>
<thead>
<tr>
<th>Performance Factors</th>
<th>Description</th>
<th>Manager Rating</th>
<th>Team Rating</th>
<th>External Rating</th>
<th>Average Rating</th>
<th>Performance Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>A desire to succeed</td>
<td>The organisation’s culture is based on the relentless pursuit of business and personal excellence, always pushing to do better and being resilient despite opposition or setbacks.</td>
<td>100</td>
<td>64</td>
<td>N/A</td>
<td>82</td>
<td>High</td>
</tr>
<tr>
<td>A one team culture</td>
<td>The organisation’s culture is about creating cohesion and trust by helping all individuals to achieve their full potential and by making the most of everyone’s talents.</td>
<td>57</td>
<td>75</td>
<td>N/A</td>
<td>66</td>
<td>Average</td>
</tr>
<tr>
<td>Personal ownership</td>
<td>The organisation’s culture is about encouraging everyone to take personal responsibility for and ownership of overall business performance.</td>
<td>14</td>
<td>64</td>
<td>N/A</td>
<td>39</td>
<td>Poor</td>
</tr>
<tr>
<td>Passion and energy</td>
<td>The organisation’s culture is about bringing infectious enthusiasm to all work activities and delivering exceptional performance in the areas that really matter.</td>
<td>71</td>
<td>50</td>
<td>N/A</td>
<td>61</td>
<td>Below average</td>
</tr>
<tr>
<td>Action orientated</td>
<td>The organisation’s culture is about being self-motivated, creating and maintaining a sense of urgency and knowing where the real value of any activity is.</td>
<td>86</td>
<td>61</td>
<td>N/A</td>
<td>73</td>
<td>Average</td>
</tr>
<tr>
<td>Externally focused</td>
<td>The organisation’s culture is about focusing energies on delighting the customer and beating competitors rather than internal issues and politics.</td>
<td>43</td>
<td>50</td>
<td>N/A</td>
<td>46</td>
<td>Below average</td>
</tr>
<tr>
<td>Embracing change</td>
<td>The organisation’s culture is about challenging the status quo, welcoming change and looking for new and better ways of doing things.</td>
<td>71</td>
<td>64</td>
<td>N/A</td>
<td>68</td>
<td>Average</td>
</tr>
<tr>
<td>Inspirational leadership</td>
<td>The organisation’s culture is about providing inspirational leadership that makes others feel motivated, inspired and empowered to perform at their very best.</td>
<td>29</td>
<td>71</td>
<td>N/A</td>
<td>50</td>
<td>Below average</td>
</tr>
</tbody>
</table>
### Team Performance Ratings - Highest and Lowest

#### Highest
The Team's three highest ratings for *Achievement* are:

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decision Making</td>
<td>The extent to which the team uses effective problem solving processes when dealing with complex issues.</td>
<td>61</td>
</tr>
<tr>
<td>Drive for Results</td>
<td>The extent to which team members are motivated by and achieve demanding targets.</td>
<td>59</td>
</tr>
<tr>
<td>Team Cohesion</td>
<td>The extent to which all the team members experience a sense of unity and shared commitment to the team's role.</td>
<td>55</td>
</tr>
</tbody>
</table>

The Team's three highest ratings for *Relationships* are:

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Handling Feedback</td>
<td>The extent to which team members regard constructive conflict and opinion sharing as beneficial to their individual and team performance.</td>
<td>77</td>
</tr>
<tr>
<td>Team Spirit</td>
<td>The level of camaraderie and willingness to provide mutual support that exists between all team members.</td>
<td>63</td>
</tr>
<tr>
<td>Trust</td>
<td>The extent to which team members demonstrate a high level of trust, openness and reliance on each other.</td>
<td>55</td>
</tr>
</tbody>
</table>

The Team's three highest ratings for *Organisational Culture* are:

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>A desire to succeed</td>
<td>The organisation’s culture is based on the relentless pursuit of business and personal excellence, always pushing to do better and being resilient despite opposition or setbacks.</td>
<td>82</td>
</tr>
<tr>
<td>Action orientated</td>
<td>The organisation’s culture is about being self-motivated, creating and maintaining a sense of urgency and knowing where the real value of any activity is.</td>
<td>73</td>
</tr>
<tr>
<td>Embracing change</td>
<td>The organisation’s culture is about challenging the status quo, welcoming change and looking for new and better ways of doing things.</td>
<td>68</td>
</tr>
</tbody>
</table>

#### Lowest
The Team's three lowest ratings for *Achievement* are:

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goals and Strategies</td>
<td>The extent to which all the team members fully understand and are committed to the team's goals and strategies.</td>
<td>44</td>
</tr>
<tr>
<td>Accountability</td>
<td>The extent to which individual team members are clear about and accept their own roles and responsibilities.</td>
<td>45</td>
</tr>
<tr>
<td>Driving Change</td>
<td>The extent to which team members embrace change and respond to it pro-actively in a positive manner.</td>
<td>52</td>
</tr>
</tbody>
</table>

The Team's three lowest ratings for *Relationships* are:

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valuing Diversity</td>
<td>The extent to which team members value and make use of each other’s ideas, skills, background experiences, behavioural strengths and knowledge.</td>
<td>44</td>
</tr>
<tr>
<td>Communication</td>
<td>The extent to which all members keep each other fully informed about team issues.</td>
<td>49</td>
</tr>
<tr>
<td>Positive Outlook</td>
<td>The extent to which team members are forward looking and take a strong, positive, optimistic view of their work.</td>
<td>52</td>
</tr>
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</table>

The Team's three lowest ratings for *Organisational Culture* are:

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<tr>
<th>Category</th>
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<tr>
<td>Personal ownership</td>
<td>The organisation’s culture is about encouraging everyone to take personal responsibility for and ownership of overall business performance.</td>
<td>39</td>
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<tr>
<td>Externally focused</td>
<td>The organisation’s culture is about focusing energies on delighting the customer and beating competitors rather than internal issues and politics.</td>
<td>46</td>
</tr>
<tr>
<td>Inspirational leadership</td>
<td>The organisation’s culture is about providing inspirational leadership that makes others feel motivated, inspired and empowered to perform at their very best.</td>
<td>50</td>
</tr>
</tbody>
</table>
The above chart is designed to help the team to identify at a glance those areas in which they deliver high performance, as well as those areas that require attention if the team is to become a high performing one. This chart should help the team to prioritise which areas they should focus their development efforts on.
In high performing teams, team members share a common, clear and accurate perception of the team’s performance. They neither overstate nor understate it and they have confidence in each other’s abilities. In the above chart, each axis, ‘Achievement’ and ‘Relationship’, displays two sets of scores in white circles. These scores show the highest and lowest ratings given by any of the respondents for the team’s perceived ‘Relationship’ and ‘Achievement’ dimensions. The less variation between these scores, the greater the consistency there is in the team’s perception of its performance. Conversely, the greater the disparity in the scores, the less consistent the team’s views are of its performance. In the above chart, high performance (ie. strong in ‘Achievement’ and strong in ‘Relationship’) would be depicted as a small square in the top right-hand corner - the smaller the square, the more consistent are the views of all the team.
Respondents' Comments

The following page(s) contain the unedited comments made by team members in the Diagnostic survey about team achievements and relationships. The comments have been listed under the following headings:

- What do you think works well within the team?
- What inspires you about the team?
- What do you think is missing, or what do you find frustrating about the team?
- What do you think the team should focus on to achieve high performance?

High performance teams understand the real importance of feedback and realise how valuable such information can be as they strive to enhance overall performance. As in sport, all work team members must be very careful to bear in mind that feedback is a judgement of the quality of team performance and not a personal indictment. It is important to keep it in perspective and give due attention to it.
Respondents' Comments [continued]

What do you think works well within the team?
- There is good cooperation and a willingness to work together
- We have very open dialogue and people generally speak their mind
- There is good idea generation and discussion within the team and we share knowledge and experience effectively

What inspires you about the team?
- We are different in how we work and approach things. This is great because we get different approaches to problem solving
- The team has a high energy, can-do attitude and focuses on “end” rather than “means”
- There is a good mix of experience, culture, talents – a blend that really gels

What do you think is missing, or what do you find frustrating about the team?
- Sometimes there is a disconnect between the strategic actions, resource allocation and performance management. We need to keep looking for smarter ways of working
- There are times when we do not have the data to do the work effectively
- There needs to be more realistic forward planning of initiatives. Things don’t just happen due to hard work, some things require careful planning

What do you think the team should focus on to achieve high performance?
- Stay the course on the team agenda, obtain feedback and stay ambitious
- Devote more time to understanding each other’s motivation and objectives
- Challenge each other more on the results