



High Performing Team

Assessment

Management Team

Sample Corp

Report for: Team Sample

Date: 27 May 2024

Benchmark: Management - Global

Raters

Respondent statistics

Group	Completed responses	% complete
Team Member	10/10	100%

Please note throughout this report:

The Team Score refers to the average score that the team has received for the item based on the scores provided by team members.

BM Average (BM, BM Ave) refers to the Benchmark average score for the item based on the global benchmark comparison sample.

Competition ranking has been used. As a result, if two or more items have an equal score they were provided with the same ranking number, and then a gap is left for the subsequent ranking numbers to account for this.

The ranking on the left is according to the total score.

Sample Corp

Reading and Interpreting this Report

The feedback in this report provides a valuable opportunity to understand your team's strengths and opportunities.

To get the maximum benefit, track the themes and trends that are repeated as you read through the report. These will represent your strengths and your opportunities as a team.

The High Performing Team assessment is based on the PBC High Performing Team model, which comprises the following key components: Performance and Culture. Each component consists of six themes.



Performance

- Strategy
- Innovation
- Accountability
- Leading Changes
- Results
- Meeting Effectiveness

Culture

- Trust
- Professional Conflict
- Communication
- Emotional Intelligence
- Collaboration
- Resilience

Team Name

Team Sample

Team Score

6.5

No. of Raters

10

Benchmark:

By researching the results of thousands of teams, the benchmarking cutoffs are as follows:

Percentile	10th	25th	50th	75th	90th
Mean	6.0	6.5	7.0	7.6	7.9

Scoring System

The rating scale ranges from one to ten (1 to 10), with 10 being high. There is also an option for raters to indicate Not Applicable.

The rating scale is anchored by the following examples:

1 - Completely Disagree

2 - Strongly Disagree

3 - Disagree

4 - Moderately Disagree

5 - Slightly Disagree

6 - Slightly Agree

7 - Moderately Agree

8 - Agree

9 - Strongly Agree

10 - Completely Agree

N/O - Not applicable / Not observed

Overall Item Ratings

The High Performing Team Assessment includes 60 items rated on a scale of 1 to 10 (see the rating scale on the previous page). The table below lists the items in descending order.

Read through the items to identify any common themes among the highest and lowest rated items (from most highly endorsed to the least endorsed).

Item Rankings

Rank	Item	Team Score	BM Ave
1	The team has a meeting cycle in place for the year.	8.1	7.8
2	Team meetings finish with clear decisions and next steps.	8.0	6.8
3	The team understands that dealing with changing priorities is part of everyday work.	7.6	8.0
3	Our strategic priorities are clearly defined.	7.6	7.3
3	The team consistently meets their key performance indicators.	7.6	7.1
3	The team consistently delivers good results.	7.6	7.6
7	Team members keep each other abreast of important issues affecting their areas of responsibility.	7.5	7.3
8	The team is constantly improving key processes.	7.4	7.0
8	The team effectively creates opportunities in response to unanticipated changes.	7.4	7.3
10	Team members take good care of self to avoid stress and burnout.	7.3	6.0
10	The team performs to high standards on challenging projects.	7.3	7.7
12	Team members regularly share experiences and knowledge that benefit the whole team.	7.2	7.3
12	The team has established protocols in place to ensure meetings are managed efficiently.	7.2	6.8
14	Performance projections for the next year are positive.	7.1	7.2
14	The team effectively exchanges views and opinions from all team members on important issues.	7.1	7.2
14	The team voices opinions even if it makes others uncomfortable.	7.1	6.8
14	The team effectively plans short-term (1 year).	7.1	7.3
18	Team members demonstrate empathy towards each other.	7.0	7.7
18	The team has a reputation for high performance.	7.0	7.3
18	The team is creative and can think outside the square.	7.0	7.4
21	The team is always looking to add new value and deliver better results.	6.9	7.8
22	Team members have a high level of self-awareness.	6.8	7.1
22	Individuals in the team admit when they make mistakes.	6.8	6.9
22	Individuals are held accountable by the team for outcomes.	6.8	6.7
22	The team effectively deals with employees' feelings and emotions when driving change.	6.8	6.7
22	The team understands external threats and opportunities.	6.8	7.3
27	Team members go out of their way to help each other succeed.	6.7	7.3

28	Team members consistently bring a positive attitude to the team.	6.6	7.4
28	Team members effectively collaborate with each other across their respective portfolios.	6.6	7.1
28	The team resolves conflicts in a timely manner.	6.6	6.8
31	Team members avoid dysfunctional behaviour.	6.5	7.0
31	The team regularly implements new ideas.	6.5	7.1
33	Individuals in the team have a high level of trust in each other's competency.	6.4	7.3
33	Individuals are held accountable by others in the team for their behaviour and conduct.	6.4	6.6
35	Team members rarely make errors due to lack of composure.	6.3	7.2
35	The team has a robust planning cycle in place, with quarterly reviews.	6.3	6.3
37	Team members assess social situations accurately by observing the interests, feelings and goals of others.	6.2	6.9
37	Team members care about each other.	6.2	7.9
39	The team has difficult conversations in a professional manner.	6.1	7.1
40	Team members recover quickly from setbacks.	6.0	7.5
40	Team members use their emotions intelligently to get the best out of others.	6.0	6.8
40	Team members consistently display a high level of emotional intelligence.	6.0	7.1
40	The team ensure that the hard issues get discussed.	6.0	6.8
40	The team regularly talks about long term, new opportunities.	6.0	6.7
45	The team makes time to celebrate successes and milestones.	5.9	6.7
45	When the team underperforms, team members challenge each other to improve.	5.9	6.8
47	Peer feedback is used to support and challenge others.	5.8	6.2
47	The team reviews organisational performance against strategy regularly.	5.8	6.4
49	The team deals with conflict collaboratively because relationships matter.	5.7	6.9
50	Team members actively avoid the creation of 'silos'.	5.5	6.3
50	Team members believe that team success is more important than individual success.	5.5	7.2
50	Team members build trust by openly sharing their personal work experiences with each other.	5.5	7.3
53	Team members provide effective feedback to each other.	5.4	6.5
54	There is a high level of open and honest communication across the whole team.	5.3	7.0
54	The team understands internal strengths and weaknesses.	5.3	6.8
56	We use a broad range of performance indicators (financial and non-financial) to set goals and review performance.	5.2	6.8
57	We separate tactical from strategic meetings.	5.1	6.0
58	Team members have a strong sense of connection with one another.	4.8	6.8
59	The team effectively plans longer term (3-5 years).	4.5	5.7
60	The team makes time for social interactions that build personal relationships.	4.1	6.5

High Performing Team Model

The HPTA model consists of two overall team effectiveness domains: Performance and Culture. The sub-theme definitions are provided below.

Performance refers to factors that impact on the capability for the team to achieve the deliverables and results they are responsible for. The specific sub-themes include:

1. **Strategy** - having a strategic planning cycle with a short and long term focus
2. **Innovation** - implementing new ideas around process improvement and new products/markets
3. **Accountability** - holding each other accountable and challenging each other to perform
4. **Leading Change** - demonstrating leadership in response to change
5. **Results** - delivering sustainable and high quality results
6. **Meeting Effectiveness** - having efficient and effective meetings with defined purpose



Performance

Strategy
Innovation
Accountability
Leading Changes
Results
Meeting Effectiveness

Culture

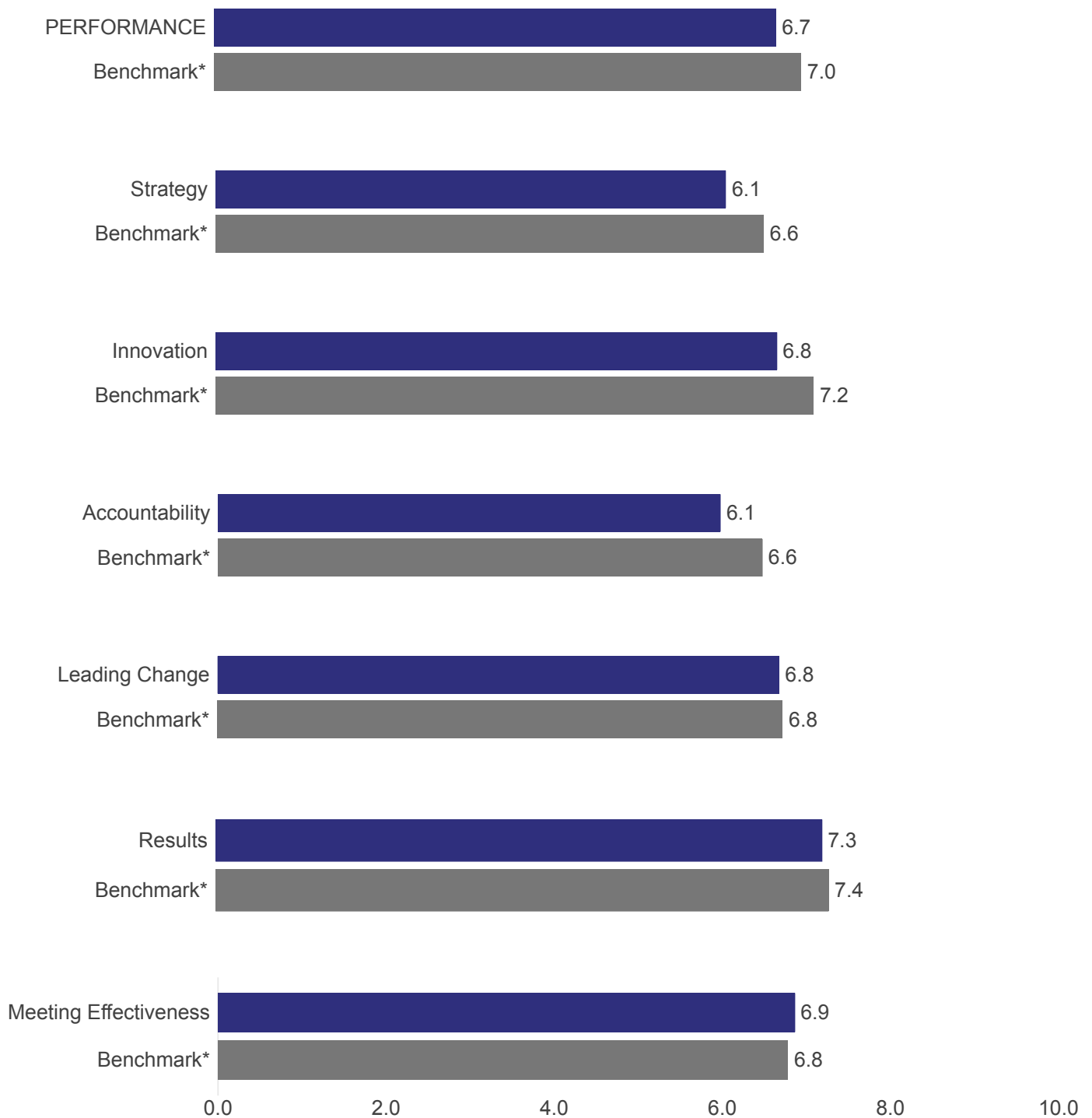
Trust
Professional Conflict
Communication
Emotional Intelligence
Collaboration
Resilience

Culture refers to factors that impact on the team's standards of behaviour and values that influence how they work together to achieve their objective. The specific sub-themes include:

1. **Trust** - team members being open to trusting and connecting with each other
2. **Professional Conflict** - ensuring conflict and conversations about challenging issues are constructive and professional
3. **Communication** - team members actively share information and communicate to support each other
4. **Emotional Intelligence** - showing a high level of self-awareness, self-regulation and emotional intelligence
5. **Collaboration** - team members take proactive action to collaborate and share resources
6. **Resilience** - having strong resilience and capacity to bounce back from setbacks

Performance Scores by Theme

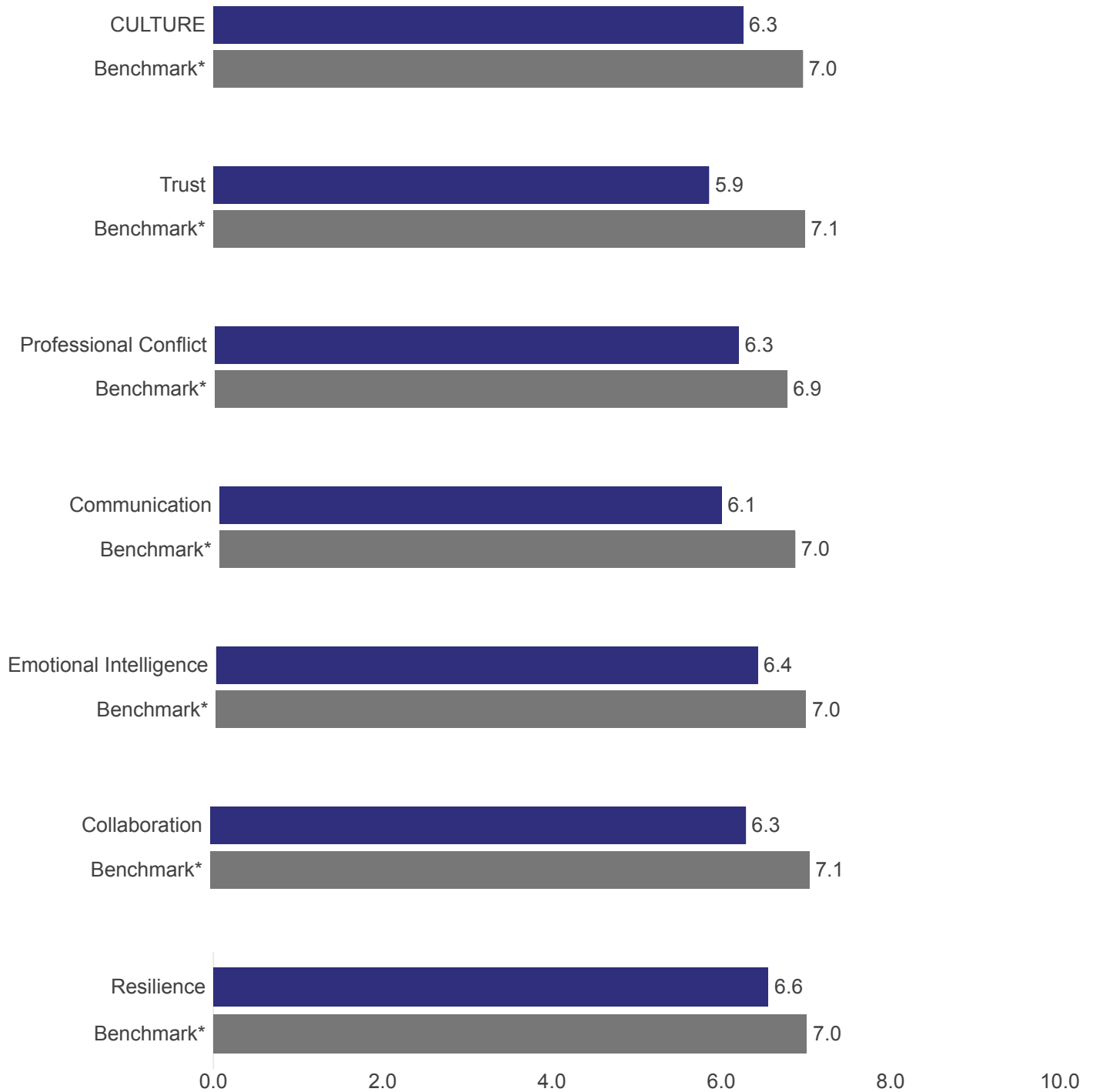
The graph below displays the average scores for the Performance domain and each of its themes. Higher scores indicate strengths and lower scores indicate areas for improvement.



*The benchmark is based on our database of High Performing Team Assessments completed across multiple industries. This benchmark is updated annually.

Culture Scores by Theme

The graph below displays the average scores for the Culture domain and each of its themes. Higher scores indicate strengths and lower scores indicate areas for improvement.



*The benchmark is based on our database of High Performing Team Assessments completed across multiple industries. This benchmark is updated annually.

Performance

Themes and Items	Team Score	BM Ave
PERFORMANCE	6.7	7.0
Strategy	6.1	6.6
Our strategic priorities are clearly defined.	7.6	7.3
The team has a robust planning cycle in place, with quarterly reviews.	6.3	6.3
The team effectively plans short-term (1 year).	7.1	7.3
The team effectively plans longer term (3-5 years).	4.5	5.7
We use a broad range of performance indicators (financial and non-financial) to set goals and review performance.	5.2	6.8
Innovation	6.8	7.2
The team is always looking to add new value and deliver better results.	6.9	7.8
The team is constantly improving key processes.	7.4	7.0
The team is creative and can think outside the square.	7.0	7.4
The team regularly implements new ideas.	6.5	7.1
The team regularly talks about long term, new opportunities.	6.0	6.7
Accountability	6.1	6.6
Individuals are held accountable by others in the team for their behaviour and conduct.	6.4	6.6
Individuals are held accountable by the team for outcomes.	6.8	6.7
Peer feedback is used to support and challenge others.	5.8	6.2
Team members provide effective feedback to each other.	5.4	6.5
When the team underperforms, team members challenge each other to improve.	5.9	6.8

Performance

Themes and Items	Team Score	BM Ave
Leading Change	6.8	6.8
The team effectively creates opportunities in response to unanticipated changes.	7.4	7.3
The team effectively deals with employees' feelings and emotions when driving change.	6.8	6.7
The team understands that dealing with changing priorities is part of everyday work.	7.6	8.0
The team understands internal strengths and weaknesses.	5.3	6.8
The team understands external threats and opportunities.	6.8	7.3
Results	7.3	7.4
Performance projections for the next year are positive.	7.1	7.2
The team consistently delivers good results.	7.6	7.6
The team consistently meets their key performance indicators.	7.6	7.1
The team has a reputation for high performance.	7.0	7.3
The team performs to high standards on challenging projects.	7.3	7.7
Meeting Effectiveness	6.9	6.8
The team has established protocols in place to ensure meetings are managed efficiently.	7.2	6.8
Team meetings finish with clear decisions and next steps.	8.0	6.8
The team has a meeting cycle in place for the year.	8.1	7.8
The team reviews organisational performance against strategy regularly.	5.8	6.4
We separate tactical from strategic meetings.	5.1	6.0

Culture

Themes and Items	Team Score	BM Ave
CULTURE	6.3	7.0
Trust	5.9	7.1
Individuals in the team admit when they make mistakes.	6.8	6.9
Individuals in the team have a high level of trust in each other's competency.	6.4	7.3
Team members build trust by openly sharing their personal work experiences with each other.	5.5	7.3
Team members care about each other.	6.2	7.9
Team members have a strong sense of connection with one another.	4.8	6.8
Professional Conflict	6.3	6.9
The team deals with conflict collaboratively because relationships matter.	5.7	6.9
The team has difficult conversations in a professional manner.	6.1	7.1
The team ensure that the hard issues get discussed.	6.0	6.8
The team resolves conflicts in a timely manner.	6.6	6.8
The team voices opinions even if it makes others uncomfortable.	7.1	6.8
Communication	6.1	7.0
The team effectively exchanges views and opinions from all team members on important issues.	7.1	7.2
There is a high level of open and honest communication across the whole team.	5.3	7.0
Team members keep each other abreast of important issues affecting their areas of responsibility.	7.5	7.3
The team makes time to celebrate successes and milestones.	5.9	6.7
The team makes time for social interactions that build personal relationships.	4.1	6.5

Culture

Themes and Items	Team Member	BM Ave
Emotional Intelligence	6.4	7.0
Team members consistently display a high level of emotional intelligence.	6.0	7.1
Team members assess social situations accurately by observing the interests, feelings and goals of others.	6.2	6.9
Team members demonstrate empathy towards each other.	7.0	7.7
Team members have a high level of self-awareness.	6.8	7.1
Team members use their emotions intelligently to get the best out of others.	6.0	6.8
Collaboration	6.3	7.1
Team members effectively collaborate with each other across their respective portfolios.	6.6	7.1
Team members believe that team success is more important than individual success.	5.5	7.2
Team members regularly share experiences and knowledge that benefit the whole team.	7.2	7.3
Team members actively avoid the creation of 'silos'.	5.5	6.3
Team members go out of their way to help each other succeed.	6.7	7.3
Resilience	6.6	7.0
Team members avoid dysfunctional behaviour.	6.5	7.0
Team members consistently bring a positive attitude to the team.	6.6	7.4
Team members rarely make errors due to lack of composure.	6.3	7.2
Team members recover quickly from setbacks.	6.0	7.5
Team members take good care of self to avoid stress and burnout.	7.3	6.0

Opportunities to Improve

Raters were asked to choose the top four opportunities to improve the Performance and Culture of the team from the list below. The top opportunity to improve has a weight of 4, the second has a weight of 3, the third has a weight of 2, and the fourth has a weight of 1. The score in the right hand column is the sum of the scores. A '0' Total Score indicates that no raters picked those items from the list.

Opportunities to Improve Rankings

Team Rank	BM Rank	Item	Total Score
1	4	IMPROVE COMMUNICATIONS: Open and honest communications, keep us updated, share the big picture, share information, communicate decisions	19
2	1	MORE COLLABORATION: One team approach, no silo's, less them and us, all on the same page, working together with one goal	18
3	3	CLEARER VISION, STRATEGY AND GOALS: Clear KPI's, a clear business plan, shared sense of purpose, clear direction, disciplined strategic reviews	17
4	9	TEAM BUILDING: Understand each other, share our strengths and weaknesses, build self-awareness, team building exercises, understand each other's personality and work style	15
5	5	MORE ACCOUNTABILITY: Challenge each other constructively, correct poor behaviour, stronger KPI reviews, hold people responsible, challenge poor performers	8
6	2	PROCESS IMPROVEMENT: Streamline processes, standardise processes, continuous improvement, improve internal processes, consistency	5
7	10	CLEARER ROLES AND RESPONSIBILITIES: Clarify exactly who does what, clearly define job descriptions, get people to take ownership, understanding each other's roles and responsibilities	4
8	11	CELEBRATE SUCCESSES: Celebrate achievements, more recognition and reward, recognise good performance, celebrate wins and milestones	3
8	12	REGULAR FEEDBACK: Continuous performance feedback, constructive feedback, ongoing feedback on how to do better	3
8	8	MORE RESOURCES: Need more resources, align resources to business objectives, better resource planning, better sharing of resources	3
11	7	TACKLE THE DIFFICULT ISSUES: More healthy debate, challenge each other, discuss the hard issues, don't avoid conflict	2
11	15	REGULAR MEETING RHYTHM: Regular business reviews, regular team meetings, stronger planning process, separate operational from strategic reviews, strategic discussions	2
13	14	MORE SOCIAL OCCASIONS: Social events, more time together as friends, social activity, regular social occasions	1
14	13	BETTER MEETINGS: Clearer agendas, improve punctuality, better attendance, not wasting time, regular meetings for catch ups	0
14	6	SET PRIORITIES: Be clear on priorities from the beginning, allocate time according to priorities, better manage competing priorities, honest discussions on priorities	0

Comments

This section provides verbatim comments from all respondents in relation to the Performance and Culture of the team. You will gain the most value if you pay attention to the frequently occurring topics and suggestions. Try to view the information objectively and reconcile it with the information in the previous sections of the report.

What are the strengths of this team?

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What would improve the performance of the team?

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What would improve the culture of the team?

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Appendix I: Rater Frequency per Item

The tables below contains the standard deviations (SD) and frequency distributions by raters for each of the items. The columns below the numbers 1 to 10 contain the number of times the indicated rating scale number was selected by each rater, per item. Please also note, that from our research, outliers tend not to be the same person.

Strategy

Our strategic priorities are clearly defined.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	0	0	1	0	0	2	0	3	3	1		7.6	2.0

The team has a robust planning cycle in place, with quarterly reviews.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	0	0	3	0	0	0	1	4	1	0		6.3	2.4

The team effectively plans short-term (1 year).

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	0	1	0	1	0	0	1	5	2	0		7.1	2.2

The team effectively plans longer term (3-5 years).

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	0	1	4	1	0	2	1	1	0	0		4.5	2.0

We use a broad range of performance indicators (financial and non-financial) to set goals and review performance.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	1	0	4	0	0	0	3	1	0	1		5.2	2.8

Innovation

The team is always looking to add new value and deliver better results.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	0	1	1	0	0	1	2	2	2	1		6.9	2.5

The team is constantly improving key processes.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	1	0	0	0	0	2	0	3	3	1		7.4	2.5

The team is creative and can think outside the square.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	0	0	1	1	0	2	0	2	2	1		7.0	2.3

The team regularly implements new ideas.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	0	1	1	0	0	2	2	2	2	0		6.5	2.2

The team regularly talks about long term, new opportunities.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	0	1	2	0	1	1	2	1	1	1		6.0	2.6

Accountability

Individuals are held accountable by others in the team for their behaviour and conduct.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	1	0	1	0	0	1	0	4	1	0		6.4	2.7

Individuals are held accountable by the team for outcomes.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	0	1	0	1	1	1	1	2	2	1		6.8	2.4

Peer feedback is used to support and challenge others.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	2	0	0	0	2	1	1	3	1	0		5.8	2.7

Team members provide effective feedback to each other.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	1	1	1	0	2	0	1	1	2	0		5.4	2.8

When the team underperforms, team members challenge each other to improve.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	0	2	0	0	1	3	0	1	2	0		5.9	2.5

Leading Change

The team effectively creates opportunities in response to unanticipated changes.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	0	1	0	0	1	0	0	5	3	0		7.4	2.1

The team effectively deals with employees' feelings and emotions when driving change.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	1	0	0	0	1	1	3	2	1	1		6.8	2.4

The team understands that dealing with changing priorities is part of everyday work.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	1	0	0	1	0	0	0	4	1	3		7.6	2.8

The team understands internal strengths and weaknesses.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	1	1	2	0	1	1	1	2	0	1		5.3	2.8

The team understands external threats and opportunities.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	0	1	0	0	1	2	1	1	3	0		6.8	2.2

Results

Performance projections for the next year are positive.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	0	0	1	0	0	1	2	4	1	0		7.1	1.7

The team consistently delivers good results.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	0	0	1	0	0	1	0	4	3	0		7.6	1.8

The team consistently meets their key performance indicators.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	0	0	0	0	0	1	2	6	0	0		7.6	0.7

The team has a reputation for high performance.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	0	1	0	0	0	3	1	3	1	1		7.0	2.1

The team performs to high standards on challenging projects.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	0	1	0	0	0	1	2	4	1	1		7.3	2.1

Meeting Effectiveness

The team has established protocols in place to ensure meetings are managed efficiently.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	0	0	2	0	0	0	2	3	2	1		7.2	2.3

Team meetings finish with clear decisions and next steps.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	0	0	1	0	0	0	1	4	2	2		8.0	1.9

The team has a meeting cycle in place for the year.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	0	0	1	0	0	1	0	4	0	4		8.1	2.1

The team reviews organisational performance against strategy regularly.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	0	1	2	0	1	0	2	2	1	0		5.8	2.4

We separate tactical from strategic meetings.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	0	1	3	1	0	1	2	2	0	0		5.1	2.2

Trust

Individuals in the team admit when they make mistakes.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	1	0	0	1	0	1	2	3	1	1		6.8	2.5

Individuals in the team have a high level of trust in each other's competency.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	1	0	1	0	0	2	2	2	2	0		6.4	2.5

Team members build trust by openly sharing their personal work experiences with each other.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	1	1	1	1	1	0	1	3	1	0		5.5	2.7

Team members care about each other.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	1	0	1	0	0	1	4	3	0	0		6.2	2.2

Team members have a strong sense of connection with one another.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	3	0	0	0	2	2	1	2	0	0		4.8	2.7

Professional Conflict

The team deals with conflict collaboratively because relationships matter.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	1	1	0	0	1	2	2	1	1	0		5.7	2.5

The team has difficult conversations in a professional manner.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	1	0	1	1	0	2	1	2	2	0		6.1	2.5

The team ensure that the hard issues get discussed.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	0	2	0	1	0	2	1	3	1	0		6.0	2.4

The team resolves conflicts in a timely manner.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	0	2	0	0	0	1	1	3	2	0		6.6	2.6

The team voices opinions even if it makes others uncomfortable.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	0	1	0	1	0	1	2	1	3	1		7.1	2.4

Communication

The team effectively exchanges views and opinions from all team members on important issues.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	1	0	0	0	0	2	1	3	3	0		7.1	2.3

There is a high level of open and honest communication across the whole team.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	1	1	1	0	1	3	1	1	1	0		5.3	2.5

Team members keep each other abreast of important issues affecting their areas of responsibility.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	1	0	0	0	0	1	2	1	4	1		7.5	2.5

The team makes time to celebrate successes and milestones.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	1	0	2	0	1	2	1	1	0	2		5.9	2.8

The team makes time for social interactions that build personal relationships.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	2	0	2	0	1	2	0	1	0	0		4.1	2.4

Emotional Intelligence

Team members consistently display a high level of emotional intelligence.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	0	0	3	0	1	0	2	2	0	1		6.0	2.4

Team members assess social situations accurately by observing the interests, feelings and goals of others.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	1	0	1	0	1	1	1	3	0	1		6.2	2.7

Team members demonstrate empathy towards each other.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	1	0	0	0	0	2	2	3	1	1		7.0	2.3

Team members have a high level of self-awareness.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	0	1	0	0	2	2	1	1	1	2		6.8	2.4

Team members use their emotions intelligently to get the best out of others.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	1	1	1	0	1	0	1	3	2	0		6.0	2.9

Collaboration

Team members effectively collaborate with each other across their respective portfolios.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	1	0	0	2	0	0	3	1	2	1		6.6	2.7

Team members believe that team success is more important than individual success.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	2	1	0	0	1	1	1	3	1	0		5.5	2.9

Team members regularly share experiences and knowledge that benefit the whole team.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	0	1	0	0	1	0	2	4	1	1		7.2	2.1

Team members actively avoid the creation of 'silos'.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	2	0	2	0	1	0	2	1	0	2		5.5	3.2

Team members go out of their way to help each other succeed.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	0	1	1	0	0	2	2	0	4	0		6.7	2.4

Resilience

Team members avoid dysfunctional behaviour.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	0	1	0	0	1	2	0	3	1	0		6.5	2.1

Team members consistently bring a positive attitude to the team.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	0	1	1	0	1	1	0	4	2	0		6.6	2.4

Team members rarely make errors due to lack of composure.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	0	1	1	0	2	0	0	3	2	0		6.3	2.5

Team members recover quickly from setbacks.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	1	0	0	2	0	2	1	2	0	1		6.0	2.5

Team members take good care of self to avoid stress and burnout.

Response Frequency	1	2	3	4	5	6	7	8	9	10		Team Score	SD
Team Member	1	0	0	0	0	1	1	3	2	1		7.3	2.5

Appendix II: Rater Frequency by Opportunities to Improve

Raters were asked to choose the top four opportunities to improve the Performance and Culture of the team from the list below. The top opportunity to improve has a weight of 4, the second has a weight of 3, the third has a weight of 2, and the fourth has a weight of 1. The score in the right hand column is the sum of the scores. A '0' Sum indicates that no raters picked those items from the list. The totals in the columns labelled 1 - 4 count the number of times each item was given that weight.

Opportunities to Improve	1	2	3	4	Sum
IMPROVE COMMUNICATIONS: Open and honest communications, keep us updated, share the big picture, share information, communicate decisions	2	1	1	3	19
CLEARER VISION, STRATEGY AND GOALS: Clear KPI's, a clear business plan, shared sense of purpose, clear direction, disciplined strategic reviews	0	1	1	3	17
MORE COLLABORATION: One team approach, no silo's, less them and us, all on the same page, working together with one goal	1	1	1	3	18
MORE ACCOUNTABILITY: Challenge each other constructively, correct poor behaviour, stronger KPI reviews, hold people responsible, challenge poor performers	0	1	2	0	8
MORE SOCIAL OCCASIONS: Social events, more time together as friends, social activity, regular social occasions	1	0	0	0	1
PROCESS IMPROVEMENT: Streamline processes, standardise processes, continuous improvement, improve internal processes, consistency	1	2	0	0	5
CELEBRATE SUCCESSES: Celebrate achievements, more recognition and reward, recognise good performance, celebrate wins and milestones	0	0	1	0	3
BETTER MEETINGS: Clearer agendas, improve punctuality, better attendance, not wasting time, regular meetings for catch ups	0	0	0	0	0
TEAM BUILDING: Understand each other, share our strengths and weaknesses, build self-awareness, team building exercises, understand each other's personality and work style	1	1	4	0	15
REGULAR MEETING RHYTHM: Regular business reviews, regular team meetings, stronger planning process, separate operational from strategic reviews, strategic discussions	0	1	0	0	2
MORE RESOURCES: Need more resources, align resources to business objectives, better resource planning, better sharing of resources	1	1	0	0	3
SET PRIORITIES: Be clear on priorities from the beginning, allocate time according to priorities, better manage competing priorities, honest discussions on priorities	0	0	0	0	0
REGULAR FEEDBACK: Continuous performance feedback, constructive feedback, ongoing feedback on how to do better	1	1	0	0	3
TACKLE THE DIFFICULT ISSUES: More healthy debate, challenge each other, discuss the hard issues, don't avoid conflict	2	0	0	0	2
CLEARER ROLES AND RESPONSIBILITIES: Clarify exactly who does what, clearly define job descriptions, get people to take ownership, understanding each other's roles and responsibilities	0	0	0	1	4