



High Performing Team Assessment

Management Team

Sample Corp

Report for: Sample Team

Date: 2021-3-9

Benchmark: Management - Global

Raters

Manager (Mgr)	1
Team Member (Team)	9
No. of Respondents	10



www.peterberry.com.au

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 to improve 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 Change
Results
Meeting Effectiveness

Culture

Trust
Professional Conflict
Communication
Emotional Intelligence
Collaboration
Resilience

Team Title

Sample Team

Team Score

6.5

No. of Respondents

10

Benchmark:

10 th	25 th	50 th	75 th	90 th
5.8	6.4	7.0	7.5	7.9

Scoring system

The rating scale ranges from one to ten (1 to 10), with 10 being high. The rating scale is anchored as follows:

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/A 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 previous page).

The table below lists the items in descending order. Read through them to identify any common themes among the highest and lowest rated items (from most highly endorsed to the least endorsed).

Rank	Team Score	Benchmark Average	Item
1	8.1	7.7	The team has a meeting cycle in place for the year.
2	8.0	6.8	Team meetings finish with clear decisions and next steps.
3	7.6	7.1	Our strategic priorities are clearly defined.
4	7.6	7.9	The team understands that dealing with changing priorities is part of everyday work.
5	7.6	7.5	The team consistently delivers good results.
6	7.6	7.0	The team consistently meets their key performance indicators.
7	7.5	7.2	Team members keep each other abreast of important issues affecting their areas of responsibility.
8	7.4	6.9	The team is constantly improving key processes.
9	7.4	7.2	The team effectively creates opportunities in response to unanticipated changes.
10	7.3	5.9	Team members take good care of self to avoid stress and burnout.
11	7.3	7.6	The team performs to high standards on challenging projects.
12	7.2	7.1	Team members regularly share experiences and knowledge that benefit the whole team.
13	7.2	6.6	The team has established protocols in place to ensure meetings are managed efficiently.
14	7.1	7.0	The team effectively plans short-term (1 year).
15	7.1	7.0	Performance projections for the next year are positive.
16	7.1	6.7	The team voices opinions even if it makes others uncomfortable.
17	7.1	7.0	The team effectively exchanges views and opinions from all team members on important issues.
18	7.0	7.4	The team is creative and can think outside the square.
19	7.0	7.1	The team has a reputation for high performance.
20	7.0	7.5	Team members demonstrate empathy towards each other.

Rank	Team Score	Benchmark Average	Item
21	6.9	7.7	The team is always looking to add new value and deliver better results.
22	6.8	6.5	Individuals are held accountable by the team for outcomes.
23	6.8	6.6	The team effectively deals with employees' feelings and emotions when driving change.
24	6.8	7.1	The team understands external threats and opportunities.
25	6.8	6.7	Individuals in the team admit when they make mistakes.
26	6.8	7.0	Team members have a high level of self-awareness.
27	6.7	7.2	Team members go out of their way to help each other succeed.
28	6.6	7.0	Team members consistently bring a positive attitude to the team.
29	6.6	7.0	Team members effectively collaborate with each other across their respective portfolios.
30	6.6	6.7	The team resolves conflicts in a timely manner.
31	6.5	6.9	Team members avoid dysfunctional behaviour.
32	6.5	7.0	The team regularly implements new ideas.
33	6.4	6.5	Individuals are held accountable by others in the team for their behaviour and conduct.
34	6.4	7.2	Individuals in the team have a high level of trust in each other's competency.
35	6.3	7.0	Team members rarely make errors due to lack of composure.
36	6.3	6.2	The team has a robust planning cycle in place, with quarterly reviews.
37	6.2	7.8	Team members care about each other.
38	6.2	6.8	Team members assess social situations accurately by observing the interests, feelings and goals of others.
39	6.1	6.6	The team has difficult conversations in a professional manner.
40	6.0	7.4	Team members recover quickly from setbacks.

Rank	Team Score	Benchmark Average	Item
41	6.0	6.5	The team regularly talks about long term, new opportunities.
42	6.0	7.0	The team ensure that the hard issues get discussed.
43	6.0	6.8	Team members consistently display a high level of emotional intelligence.
44	6.0	6.7	Team members use their emotions intelligently to get the best out of others.
45	5.9	6.9	When the team underperforms, team members challenge each other to improve.
46	5.9	6.5	The team makes time to celebrate successes and milestones.
47	5.8	6.1	Peer feedback is used to support and challenge others.
48	5.8	6.3	The team reviews organisational performance against strategy regularly.
49	5.7	6.8	The team deals with conflict collaboratively because relationships matter.
50	5.5	6.1	Team members actively avoid the creation of 'silos'.
51	5.5	7.0	Team members believe that team success is more important than individual success.
52	5.5	7.2	Team members build trust by openly sharing their personal work experiences with each other.
53	5.4	6.4	Team members provide effective feedback to each other.
54	5.3	6.5	The team understands internal strengths and weaknesses.
55	5.3	6.8	There is a high level of open and honest communication across the whole team.
56	5.2	6.7	We use a broad range of performance indicators (financial and non-financial) to set goals and review performance.
57	5.1	6.0	We separate tactical from strategic meetings.
58	4.8	6.6	Team members have a strong sense of connection with one another.
59	4.5	5.4	The team effectively plans longer term (3-5 years).
60	4.1	6.4	The team makes time for social interactions that build personal relationships.

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 of 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

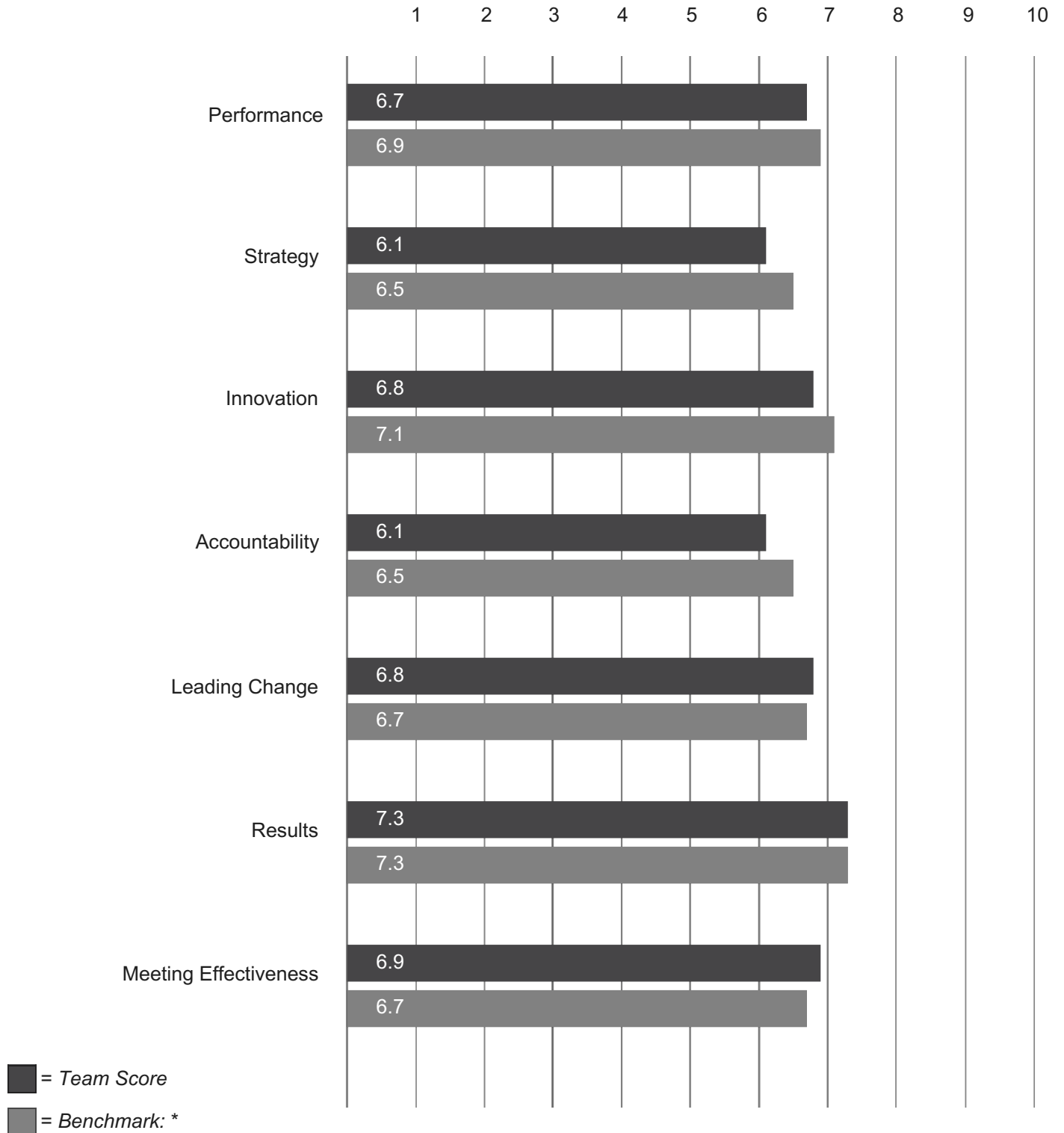


Culture refers to factors that impact on the team's standards of behaviour and values that influence how they work together to achieve their objective. The specific sub-themes include:

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

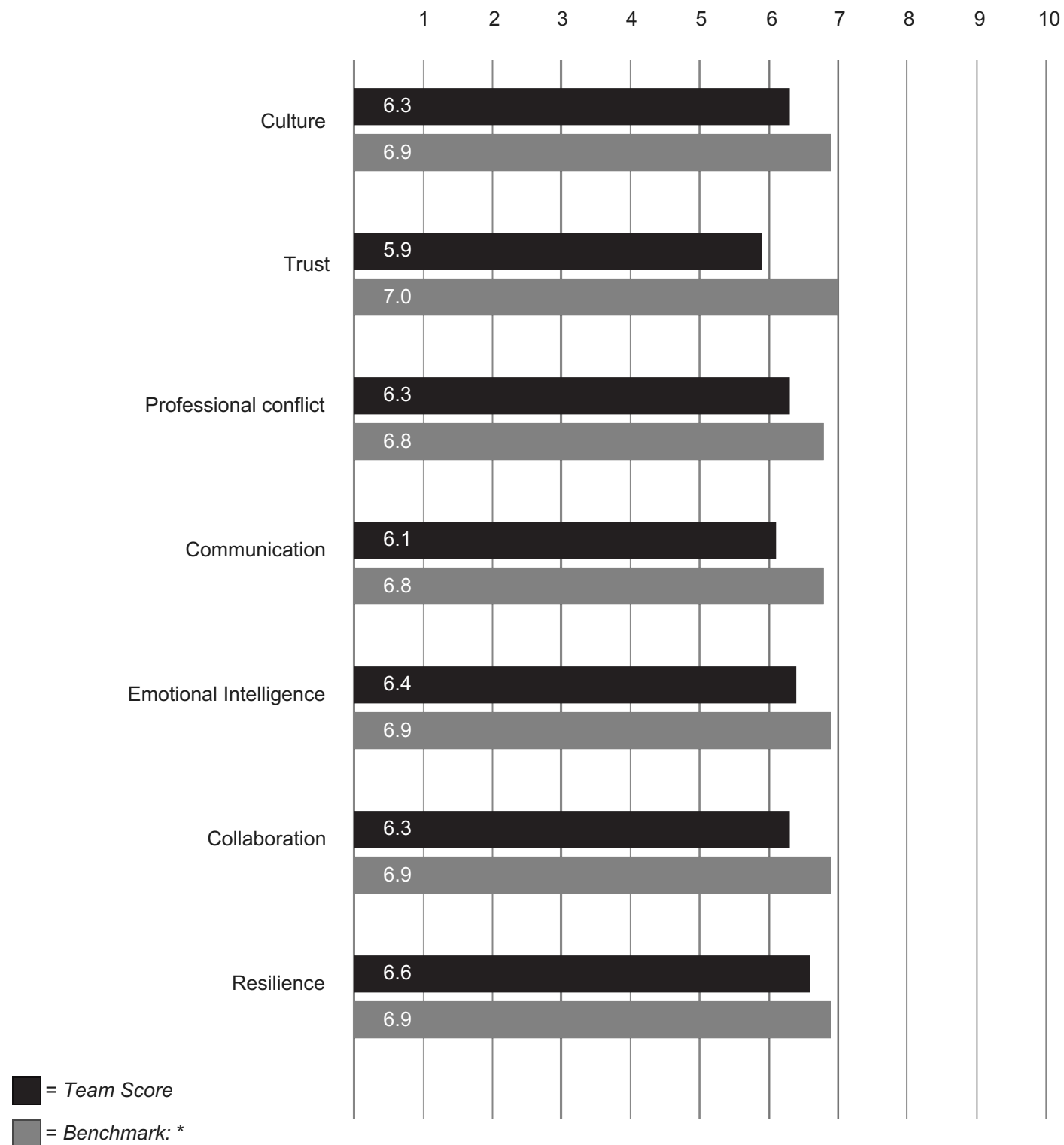
The graph below displays the average scores for the Performance domain and each of its themes. Higher scores indicate strengths and lower scores indicate areas for improvement.



* 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

Benchmark	Team Score	Team SD*	Themes and Items	Rater Group	Response Frequencies												
					1	2	3	4	5	6	7	8	9	10	N/A		
6.9	6.1	56.4	Performance														
6.5	6.1	10.7	Strategy														
7.1	7.6	2.1	Our strategic priorities are clearly defined.	Mgr			1										
				Team					2		3	3	1				
6.2	6.3	2.5	The team has a robust planning cycle in place, with quarterly reviews.	Mgr			1										
				Team			2				1	4	1		1		
7.0	7.1	2.3	The team effectively plans short-term (1 year).	Mgr		1											
				Team				1			1	5	2				
5.4	4.5	2.1	The team effectively plans longer term (3-5 years).	Mgr		1											
				Team			4	1		2	1	1					
6.7	5.2	2.9	We use a broad range of performance indicators (financial and non-financial) to set goals and review performance.	Mgr			1										
				Team	1		3				3	1		1			

* SD – standard deviation of the raters from the average score

Performance

Bench- mark	Team Score	Team SD*	Themes and Items	Rater Group	Response Frequencies												
					1	2	3	4	5	6	7	8	9	10	N/A		
7.1	6.8	12.5	Innovation														
7.7	6.9	2.6	The team is always looking to add new value and deliver better results.	Mgr		1											
				Team			1			1	2	2	2	1			
6.9	7.4	2.6	The team is constantly improving key processes.	Mgr						1							
				Team	1					1		3	3	1			
7.4	7.0	2.4	The team is creative and can think outside the square.	Mgr			1										
				Team				1		2		2	2	1	1		
7.0	6.5	2.4	The team regularly implements new ideas.	Mgr			1										
				Team		1					2	2	2	2			
6.5	6.0	2.7	The team regularly talks about long term, new opportunities.	Mgr		1											
				Team			2		1	1	2	1	1	1			

* SD – standard deviation of the raters from the average score

Performance

Bench- mark	Team Score	Team SD*	Themes and Items	Rater Group	Response Frequencies												
					1	2	3	4	5	6	7	8	9	10	N/A		
6.5	6.1	13.1	Accountability														
6.5	6.4	2.9	Individuals are held accountable by others in the team for their behaviour and conduct.	Mgr	1												
				Team			1			1		4	1		2		
6.5	6.8	2.5	Individuals are held accountable by the team for outcomes.	Mgr		1											
				Team				1	1	1	1	2	2	1			
6.1	5.8	2.9	Peer feedback is used to support and challenge others.	Mgr	1												
				Team	1				2	1	1	3	1				
6.4	5.4	3.0	Team members provide effective feedback to each other.	Mgr		1											
				Team	1		1		2		1	1	2		1		
6.9	5.9	2.6	When the team underperforms, team members challenge each other to improve.	Mgr		1											
				Team		1			1	3		1	2		1		

* SD – standard deviation of the raters from the average score

Performance

Benchmark	Team Score	Team SD*	Themes and Items	Rater Group	Response Frequencies												
					1	2	3	4	5	6	7	8	9	10	N/A		
6.7	6.8	12.2	Leading Change														
7.2	7.4	2.2	The team effectively creates opportunities in response to unanticipated changes.	Mgr								1					
				Team		1			1			4	3				
6.6	6.8	2.5	The team effectively deals with employees' feelings and emotions when driving change.	Mgr							1						
				Team	1				1	1	2	2	1	1			
7.9	7.6	2.9	The team understands that dealing with changing priorities is part of everyday work.	Mgr				1									
				Team	1								4	1	3		
6.5	5.3	3.0	The team understands internal strengths and weaknesses.	Mgr		1											
				Team	1		2		1	1	1	2			1		
7.1	6.8	2.3	The team understands external threats and opportunities.	Mgr		1											
				Team					1	2	1	1	3				1

* SD – standard deviation of the raters from the average score

Performance

Bench- mark	Team Score	Team SD*	Themes and Items	Rater Group	Response Frequencies												
					1	2	3	4	5	6	7	8	9	10	N/A		
7.3	7.3	10.5	Results														
7.0	7.1	1.8	Performance projections for the next year are positive.	Mgr			1										
				Team						1	2	4	1		1		
7.5	7.6	1.9	The team consistently delivers good results.	Mgr			1										
				Team						1		4	3		1		
7.0	7.6	0.7	The team consistently meets their key performance indicators.	Mgr							1						
				Team						1	1	6			1		
7.1	7.0	2.2	The team has a reputation for high performance.	Mgr		1											
				Team						3	1	3	1	1			
7.6	7.3	2.2	The team performs to high standards on challenging projects.	Mgr		1											
				Team						1	2	4	1	1			

* SD – standard deviation of the raters from the average score

Performance

Benchmark	Team Score	Team SD*	Themes and Items	Rater Group	Response Frequencies												
					1	2	3	4	5	6	7	8	9	10	N/A		
6.7	6.9	9.1	Meeting Effectiveness														
6.6	7.2	2.4	The team has established protocols in place to ensure meetings are managed efficiently.	Mgr							1						
				Team			2				1	3	2	1			
6.8	8.0	2.0	Team meetings finish with clear decisions and next steps.	Mgr										1			
				Team			1				1	4	1	2			
7.7	8.1	2.2	The team has a meeting cycle in place for the year.	Mgr												1	
				Team			1			1		4		3			
6.3	5.8	2.6	The team reviews organisational performance against strategy regularly.	Mgr			1										
				Team		1	1		1		2	2	1		1		
6.0	5.1	2.3	We separate tactical from strategic meetings.	Mgr			1										
				Team		1	2	1		1	2	2					

* SD – standard deviation of the raters from the average score

Culture

Bench- mark	Team Score	Team SD*	Themes and Items	Rater Group	Response Frequencies											
					1	2	3	4	5	6	7	8	9	10	N/A	
6.9	6.3	65.3	Culture													
7.0	5.9	12.1	Trust													
6.7	6.8	2.6	Individuals in the team admit when they make mistakes.	Mgr				1								
				Team	1					1	2	3	1	1		
7.2	6.4	2.6	Individuals in the team have a high level of trust in each other's competency.	Mgr			1									
				Team	1					2	2	2	2			
7.2	5.5	2.9	Team members build trust by openly sharing their personal work experiences with each other.	Mgr	1											
				Team		1	1	1	1		1	3	1			
7.8	6.2	2.3	Team members care about each other.	Mgr			1									
				Team	1					1	4	3				
6.6	4.8	2.8	Team members have a strong sense of connection with one another.	Mgr	1											
				Team	2				2	2	1	2				

* SD – standard deviation of the raters from the average score

Culture

Bench- mark	Team Score	Team SD*	Themes and Items	Rater Group	Response Frequencies												
					1	2	3	4	5	6	7	8	9	10	N/A		
6.8	6.3	10.7	Professional conflict														
6.8	5.7	2.6	The team deals with conflict collaboratively because relationships matter.	Mgr		1											
				Team	1				1	2	2	1	1			1	
6.6	6.1	2.7	The team has difficult conversations in a professional manner.	Mgr			1										
				Team	1			1		2	1	2	2				
7.0	6.0	2.5	The team ensure that the hard issues get discussed.	Mgr		1											
				Team		1		1		2	1	3	1				
6.7	6.6	2.7	The team resolves conflicts in a timely manner.	Mgr		1											
				Team		1				1	1	3	2		1		
6.7	7.1	2.5	The team voices opinions even if it makes others uncomfortable.	Mgr		1											
				Team				1		1	2	1	3	1			

* SD – standard deviation of the raters from the average score

Culture

Bench- mark	Team Score	Team SD*	Themes and Items	Rater Group	Response Frequencies											
					1	2	3	4	5	6	7	8	9	10	N/A	
6.8	6.1	11.0	Communication													
7.0	7.1	2.4	The team effectively exchanges views and opinions from all team members on important issues.	Mgr							1					
				Team	1					2		3	3			
6.8	5.3	2.6	There is a high level of open and honest communication across the whole team.	Mgr		1										
				Team	1		1		1	3	1	1	1			
7.2	7.5	2.6	Team members keep each other abreast of important issues affecting their areas of responsibility.	Mgr							1					
				Team	1					1	1	1	4	1		
6.5	5.9	3.0	The team makes time to celebrate successes and milestones.	Mgr						1						
				Team	1		2		1	1	1	1		2		
6.4	4.1	2.5	The team makes time for social interactions that build personal relationships.	Mgr	1											
				Team	1		2		1	2		1		2		

* SD – standard deviation of the raters from the average score

Culture

Bench- mark	Team Score	Team SD*	Themes and Items	Rater Group	Response Frequencies												
					1	2	3	4	5	6	7	8	9	10	N/A		
6.9	6.4	11.6	Emotional Intelligence														
6.8	6.0	2.6	Team members consistently display a high level of emotional intelligence.	Mgr			1										
				Team			2		1		2	2			1	1	
6.8	6.2	2.8	Team members assess social situations accurately by observing the interests, feelings and goals of others.	Mgr			1										
				Team	1				1	1	1	3			1	1	
7.5	7.0	2.4	Team members demonstrate empathy towards each other.	Mgr							1						
				Team	1					2	1	3		1	1		
7.0	6.8	2.5	Team members have a high level of self-awareness.	Mgr		1											
				Team					2	2	1	1		1	2		
6.7	6.0	3.0	Team members use their emotions intelligently to get the best out of others.	Mgr	1												
				Team		1	1		1			1	3	2			

* SD – standard deviation of the raters from the average score

Culture

Bench- mark	Team Score	Team SD*	Themes and Items	Rater Group	Response Frequencies												
					1	2	3	4	5	6	7	8	9	10	N/A		
6.9	6.3	12.8	Collaboration														
7.0	6.6	2.8	Team members effectively collaborate with each other across their respective portfolios.	Mgr				1									
				Team	1			1			3	1	2	1			
7.0	5.5	3.1	Team members believe that team success is more important than individual success.	Mgr	1												
				Team	1	1			1	1	1	3	1				
7.1	7.2	2.3	Team members regularly share experiences and knowledge that benefit the whole team.	Mgr							1						
				Team		1			1		1	4	1	1			
6.1	5.5	3.4	Team members actively avoid the creation of 'silos'.	Mgr	1												
				Team	1		2		1		2	1			2		
7.2	6.7	2.5	Team members go out of their way to help each other succeed.	Mgr			1										
				Team		1					2	2		4			

* SD – standard deviation of the raters from the average score

Culture

Benchmark	Team Score	Team SD*	Themes and Items	Rater Group	Response Frequencies												
					1	2	3	4	5	6	7	8	9	10	N/A		
6.9	6.6	12.9	Resilience														
6.9	6.5	2.3	Team members avoid dysfunctional behaviour.	Mgr		1											
				Team					1	2		3	1		2		
7.3	6.6	2.5	Team members consistently bring a positive attitude to the team.	Mgr			1										
				Team		1			1	1		4	2				
7.0	6.3	2.6	Team members rarely make errors due to lack of composure.	Mgr				1									
				Team		1	1		1			3	2		1		
7.4	6.0	2.7	Team members recover quickly from setbacks.	Mgr				1									
				Team	1			1		2	1	2		1	1		
5.9	7.3	2.6	Team members take good care of self to avoid stress and burnout.	Mgr								1					
				Team	1					1	1	2	2	1	1		

* SD – standard deviation of the raters from the average score

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 of 1. The score in the right-hand column is the sum of the scores.

Opportunities to Improve	1	2	3	4	Total Score
IMPROVE COMMUNICATIONS: Open and honest communications, keep us updated, share the big picture, share information, communicate decisions	2	1	1	3	19
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
CLEARER VISION, STRATEGY AND GOALS: Clear KPI's, a clear business plan, shared sense of purpose, clear direction, disciplined strategic reviews		1	1	3	17
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		15
MORE ACCOUNTABILITY: Challenge each other constructively, correct poor behaviour, stronger KPI reviews, hold people responsible, challenge poor performers		1	2		8
PROCESS IMPROVEMENT: Streamline processes, standardise processes, continuous improvement, improve internal processes, consistency	1	2			5
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				1	4
CELEBRATE SUCCESSES: Celebrate achievements, more recognition and reward, recognise good performance, celebrate wins and milestones			1		3
MORE RESOURCES: Need more resources, align resources to business objectives, better resource planning, better sharing of resources	1	1			3
REGULAR FEEDBACK: Continuous performance feedback, constructive feedback, ongoing feedback on how to do better	1	1			3
REGULAR MEETING RHYTHM: Regular business reviews, regular team meetings, stronger planning process, separate operational from strategic reviews, strategic discussions		1			2
TACKLE THE DIFFICULT ISSUES: More healthy debate, challenge each other, discuss the hard issues, don't avoid conflict	2				2
MORE SOCIAL OCCASIONS: Social events, more time together as friends, social activity, regular social occasions	1				1
BETTER MEETINGS: Clearer agendas, improve punctuality, better attendance, not wasting time, regular meetings for catch ups					
SET PRIORITIES: Be clear on priorities from the beginning, allocate time according to priorities, better manage competing priorities, honest discussions on priorities					

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 would improve the PERFORMANCE of the team?

- Mgr: A clear vision of what needs to be achieved so that the whole team can work towards that. Without that being clear, we compete for the number one spot but no one knows what that really is so it creates chaos.
- Team: Honestly I believe everyone is playing their parts very well. We go an extra mile in all we do
- Team: Honest and open communication and feedback
- Team: First, you have to step back and think about what exactly you want your team to be working on. Define key goals and take into consideration your team's capacity to execute on them.
- Team: One standard way of doing things and sharing of better ways to do things.
- Team: Team members being more professional, understanding that its not about u but about the team.
- Team: Having a clear understanding if one's deliverables and leveraging from each other's experiences and knowledge. This will enable one to know expectations and be able to work collaboratively to deliver well as a team. importantly providing each each with feedback to improve performance.
- Team: Sharing each others strengths and weaknesses. Don't blame colleagues or don't go on RUMOURS. It is very unhealthy when some is blamed and has no proof of rumours. Share what you know - knowledge sharing is lacking in the team.
- Team: Open communication, trust and team work.

What would improve the CULTURE of the team?

- Mgr: Honest and open communication. We need to know who the performers and who isn't performing at optimal. There needs to be transparency around work goals and achievements because gossip and backstabbing come into play where there is no positive culture of collaboration and working towards the same goals. It needs to be understood that you're in a position to manage others but to lead and do so well.
- Team: Executing on the Culture Journey plan of the team
- Team: The hierarchy culture is truly irritating cause no mater what your position is there is a lot of potential that I feel it is oppressed and eventually people just give up on certain things.
- Team: People working together and bringing their best to the table. Waiting for someone else to deliver is not going to help anyone
- Team: Having a regular meeting that takes place weekly will make a big difference in great team culture. Regular meetings will build rapport, encourage productivity, and bring the importance of improving the team to the forefront.
- Team: No favoritism and every idea or comment in the meetings by every individual is seen as important.
- Team: Less fake and more authentic self
- Team: Open communication, honestly and working collaboratively without fear of judgement.
- Team: Learn to understand each other irrespective of the their AGE or background. Be open to learning and caring for each other. Celebrate important cultural day.
- Team: Aligning to company values

What are the strengths of this team?

- Mgr: The team has really shown their ability to perform to a high level, including when working through some significant challenges and under more pressure than usual.
- Team: We really work together quite effectively as a team. This includes ensuring that our meetings finish with clear decisions and next steps to ensure that we are productive and achieving desirable outcomes. We are also very clear on our strategic priorities which helps when prioritising actions.
- Team: Being able to think creatively when generating ideas and solutions and then ensuring that these ideas are turned into reality.
- Team: Challenging each other to improve and perform to a high standard. As a team, we are very driven and motivated to be a high performing team.
- Team: The team is really good with when we have been required to deal with changing circumstances. We have also been able to show our ability to really perform at a high standard when dealing with challenging situations.
- Team: 1. Dealing with challenging situations and setbacks. 2. Identifying opportunities to improve and add value. 3. Achieving set goals and KPIs.