

Team Effectiveness Profiling (TEP) Report

Building and maintaining high performing teams

Team Name	
Report	
TEP Diag <ul style="list-style-type: none">• Date closed• Number of	07-02-2006 14
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Introduction

TEP and the associated product OEP have been used by thousands of employees in Europe, the United States, the Middle East, Asia and Asia Pacific to help build and maintain the highest levels of team and organisational performance.

Detailed research involving these organisations clearly indicates that those organisations that operate at the highest levels of effectiveness are the best performing.

Effective teams are successful teams; effective organisations, which are made up of groups of effective teams, are performance leaders that generate superior returns for shareholders.

So, the questions for all teams, leaders and organisations are, how can they build and maintain the highest levels of effectiveness?

The TEP process helps teams build and maintain the highest levels of effectiveness. TEP also identifies the key effectiveness issues of teams and their underlying causes. TEP helps teams through a powerful and inclusive process for the resolution of these issues, the development and implementation of focussed, time efficient and proven strategies for improvement.

The findings contained in this report are based on the experiences of teams that have previously completed the TEP process.

This report is based on a series of team based conversations that focus on identifying and implementing proven strategies for improvement.

Of course, the highest levels of team performance is an ongoing process. We recommend ongoing periodic use of the TEP process (annually, typically) in order to ensure that any newly emerging issues are identified and dealt with before they become entrenched.

This Report

The TEP report is in four sections.

Section

Section 1

Identification of team strengths and development issues

Section 2

Team strengths

Section 3

Finding the causes of the team's four key issues – red drivers

Section 4

Other issues – lowest ten scoring questions

Section 1. Identification of key team performance issues

Every team has goals it needs to achieve. Reaching, or even better still, exceeding, these goals reflects well on all team members. It boosts employee morale and team confidence. It leads to greater job satisfaction, higher levels of professional growth and encourages good people to stay committed to the team, its fellow team members and the organisation.

In other words, success attracts success.

As Collins mentions in his definitive book, Good to Great, one of the five differentiating factors between merely good organisations, and those that are great is their willingness, in fact ongoing desire, to reflect on their strengths and weaknesses. Constant feedback and reappraisal is their life blood.

TEP provides teams with a comprehensive analysis of a team's dynamic – its strengths and development issues – what it should leverage and what it needs to improve.

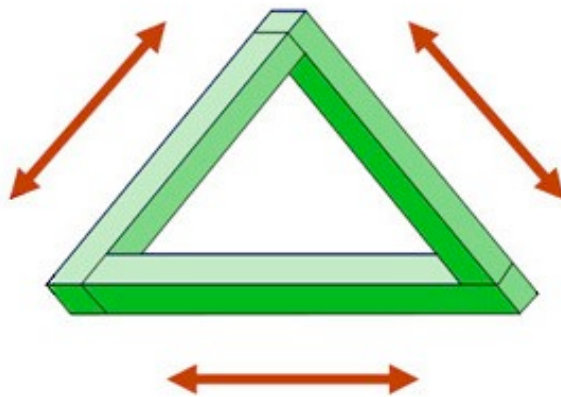
For teams to operate at their highest levels of effectiveness they need to be aware of three interacting effectiveness components, namely:

1. The effectiveness of the team's direction, strategy and goals.
2. The effectiveness of the team's culture, systems and processes.
3. The effectiveness of the team's management.



Culture/Behaviour

What are our cultural strengths and weaknesses?
What are the underlying causes of cultural issues.
Are they cultural, systems and processes or strategic?



Business Processes/Systems

What are our systems/process strengths and weaknesses?
What are the underlying causes of systems/process issues. Are they cultural, systems and processes or strategic?

Across these three, TEP has identified 19 team capabilities – drivers – that drive team success.

High performing teams strive to keep each of these 19 capabilities operating at the highest levels of effectiveness in order to ensure their team is performing at its best.

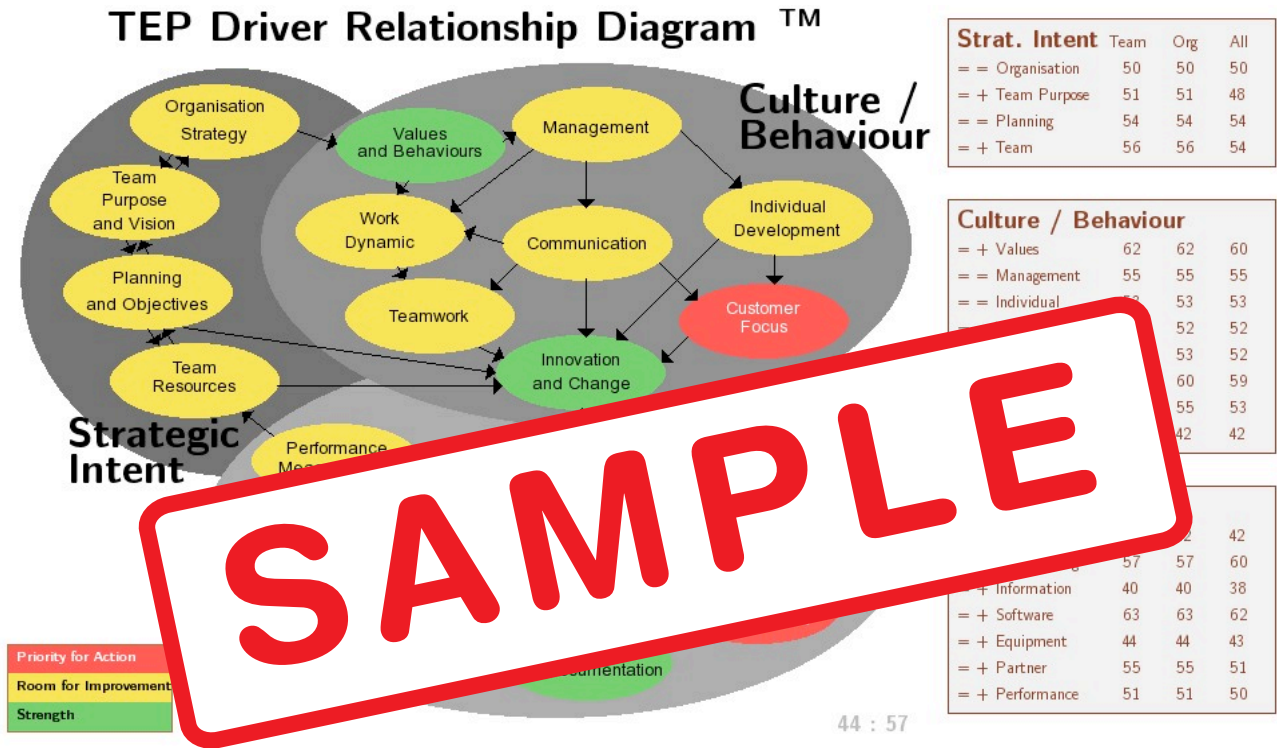
Based on the team member responses to the previously completed TEP diagnostic, the TEP

software has calculated an effectiveness score, expressed as a percentage, for each of these 19 drivers/capabilities.

The scores for this team for each of the 19 drivers are provided in the following 19 Driver Relationship Diagram.

The drivers with the four lowest scores (least effective) are highlight red

The drivers with the four highest scores (most effective) are highlight green.



The numbers to the right of the diagram provide the percentage scores for each driver.

The higher the percentage score the higher the effectiveness of the driver.

This team's scores are provided in Column 1, 'Team'. If other teams in your organisation have completed a TEP or OEP then the average scores across all teams in your organisation, including this one, may be provided in Column 2, 'Org'.

Column 3 provides the average score for all organisations who have undertaken TEP/OEP.

The figures of most interest are the ones relating to this team, Column 1.

It is important to understand and leverage the team strengths (green drivers above) and to build a deep understanding of the team's key performance and effectiveness issues (the four highlighted above in red), why they occur and how to fix them.

Full descriptions of the 19 driver/capabilities are provided in Appendix A

Section 2. Team Strengths

The team capabilities or drivers with the four highest scores (i.e. are most effective) were identified in the 19 driver diagram in Section 1 above. They are:

Driver Name	Score %	Description
Coordinating Mechanisms	57	The activities of different functions are well coordinated.
Innovation and Change	60	People feel that things are going well and are confident about the Organisation's future.
Values & Behaviours	62	Meaningful Core Values have been defined and communicated. The Core Behaviors are practised.
Software and Documentation	63	Easy to use, reliable and comprehensive software and paperwork.

These are the team capabilities that should be leveraged to suggest ideas about how we can do better about achieving its goals. We will discuss this in more detail in the next section.

The 10 highest scoring drivers for the team are:

Element	Team	Org	All
Culture / Behaviour	79	79	81
Strategic Intent	76	76	71
Strategic Intent	71	71	71
Culture / Behaviour	69	69	69
Culture / Behaviour	67	67	60
Culture / Behaviour	67	67	71
Business Processes	67	67	67
Culture / Behaviour	64	64	56
Strategic Intent	62	62	60
Strategic Intent	62	62	58

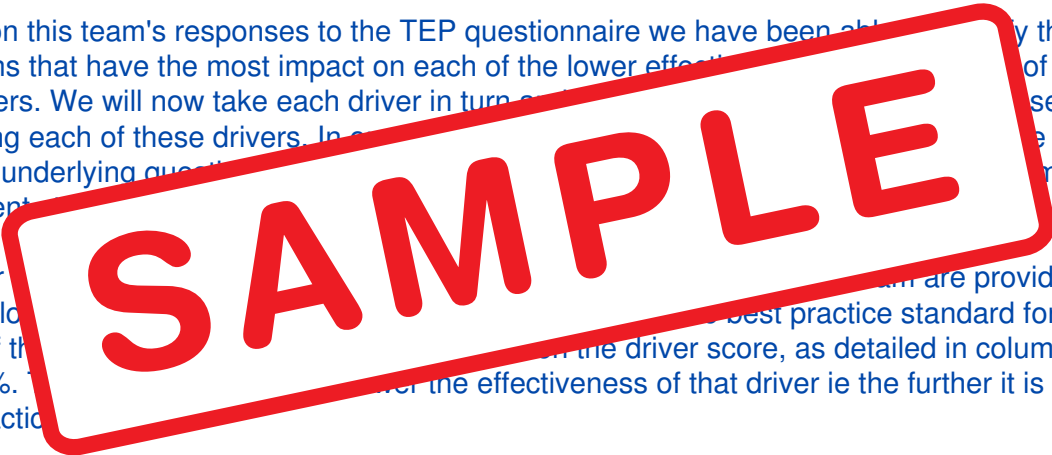
Section 3. Finding the causes of the team's four key issues – red drivers

Identifying the issues as we did in Section 1 is only one small part of the process of building and maintaining high performing teams. In fact, our experience is that usually teams know these issues anyway, even if they are not expressed in the TEP language and are not scored as is the case with TEP.

What is far more important is finding out what is causing these issues. For it is only after the causes have been correctly identified and agreed by the team that effective actions can be taken to successfully address these issues. Unfortunately too often, performance improvement strategies focus on addressing symptoms (the red drivers) not causes. This leads, at best, to a temporary improvement in these issues. Sustainable and marked improvement can only be achieved by finding and addressing the true underlying causes. This is why the TEP process focuses so heavily on building team understanding of and agreement about the true underlying causes of team performance issues. This section focusses on identifying the true underlying causes of these issues.

Based on this team's responses to the TEP questionnaire we have been able to identify those questions that have the most impact on each of the lower effective drivers. These are the four red drivers. We will now take each driver in turn and identify the key causes most impacting each of these drivers. In each case we will identify the key causes, the underlying questions and the underlying questions that will be used to monitor the effectiveness of the drivers and implement improvements.

The four key causes for each driver are provided in the table below. The best practice standard for each driver. If the team's score on the driver score, as detailed in column 2, would be 100%. The further the effectiveness of that driver is the further it is away from best practice.



Driver Name	Score %	Description
Information Management	40	Functions share systems and information readily and appropriately.
Procedures and Safety	42	Procedures are modern, flexible, efficient and appropriate.
Customer Focus	42	Strong customer service culture. Working as partners with suppliers
Equipment	44	Sufficient, up to date and reliable.



The lowest scoring driver – Information Management (40%)

The question/answer responses that are causing the lower effectiveness score for this driver are as follows:

Question Score			Question No 59					
Team	Org	All	I receive the information I need (eg customer data, work priorities, general organisational and team information) to best manage my job tasks and priorities					
40	40	38						
Analysis	Number of Responses				% of Responses			
	Fully/largely agree	Generally agree	Partly agree	Somewhat agree/not at all	Fully/largely agree	Generally agree	Partly agree	Somewhat agree/not at all
Team	1	5	4	4	7	36	29	29

The next lowest scoring driver – Customer Focus (42%)

The question/answer responses that are causing the lower effectiveness score for this driver are as follows:

Question Score			Question No 58					
Team	Org	All	Our customers are satisfied with the way we do business					
36	36	36						
Analysis	Number of Responses				% of Responses			
	Fully/largely agree	Generally agree	Partly agree	Somewhat agree/not at all	Fully/largely agree	Generally agree	Partly agree	Somewhat agree/not at all
Team	0	5	5	4	0	36	36	29

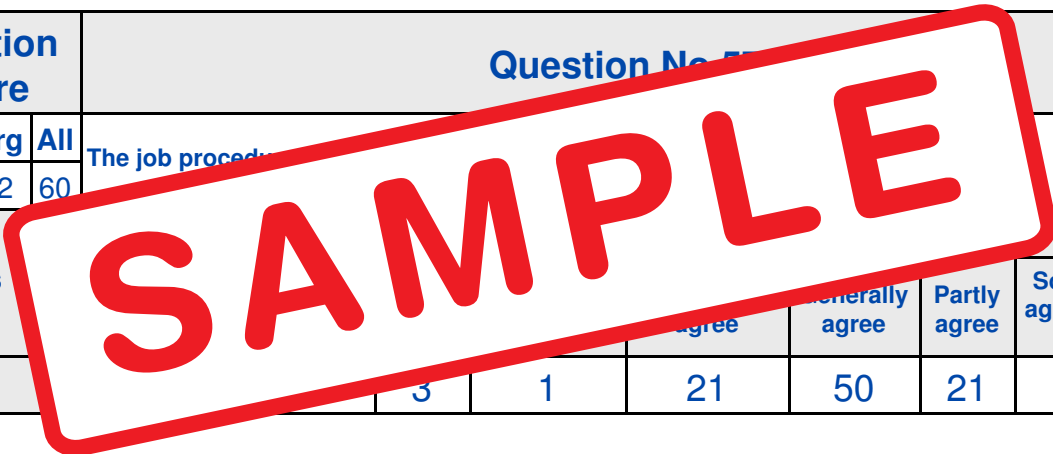
Question Score			Question No 32					
Team	Org	All	Our team effectively monitors the needs of its internal (ie other teams/people within the organisation) and/or external customers					
48	48	48						
Analysis	Number of Responses				% of Responses			
	Fully/largely agree	Generally agree	Partly agree	Somewhat agree/not at all	Fully/largely agree	Generally agree	Partly agree	Somewhat agree/not at all
Team	4	2	4	4	29	14	29	29

The next lowest scoring driver – Procedures and Safety (42%)

The question/answer responses that are causing the lower effectiveness score for this driver are as follows:

Question Score			Question No 56							
Team	Org	All	I work in a safe work environment							
21	21	23								
Analysis			Number of Responses				% of Responses			
			Fully/largely agree	Generally agree	Partly agree	Somewhat agree/not at all	Fully/largely agree	Generally agree	Partly agree	Somewhat agree/not at all
Team			1	0	6	7	7	0	43	50

Question Score			Question No 57							
Team	Org	All	The job procedure							
62	62	60								
Analysis			Fully/largely agree	Generally agree	Partly agree	Somewhat agree/not at all	Fully/largely agree	Generally agree	Partly agree	Somewhat agree/not at all
			Team			3	1	21	50	21



The next lowest scoring driver – Equipment (44%)

The question/answer responses that are causing the lower effectiveness score for this driver are as follows:

Question Score			Question No 63							
Team	Org	All	When the equipment I use in my job (eg computers, machinery etc) is faulty and needs repair this is done quickly and efficiently							
33	33	31								
Analysis			Number of Responses				% of Responses			
			Fully/largely agree	Generally agree	Partly agree	Somewhat agree/not at all	Fully/largely agree	Generally agree	Partly agree	Somewhat agree/not at all
Team			1	4	3	6	7	29	21	43

Question Score			Question No 62			
Team	Org	All	My team has the quality and quantity of equipment it needs (eg computers, machinery, telephones, internet, transport) to enable it to perform			
55	55	52				
Analysis			Number of Responses		Somewhat agree/not at all	
Team	Org	All	14	21		

SAMPLE

Section 4. Other issues – ten lowest scoring questions

Of course, not all issues are necessarily contained within the red drivers examined in Sections 1 and 3 above. In the workshop we will examine all issues identified by the TEP process, as well as any other issues you wish to raise.

For example, listed below are the ten lowest scoring questions from the questions this team replied to when completing the TEP questionnaire. Whilst there may be some overlap with the red driver questions detailed in Section 2 above, there may also be some new issues in this list that we may wish to examine in the workshop. In the workshop all drivers and question/answer responses will be examined

Element	Driver	Question	Team	Org	All
Business Processes	Procedures and Safety	I work in a safe work environment	21	21	23
Culture / Behaviour	Workplace Dynamic	I believe that there is a high level of commitment by people in our team to what our team is trying to achieve	31	31	27
Business Processes	Performance Measurements	The measures we receive of how our team is performing are useful and timely	29	33	33
Business Processes	Equipment	When the equipment I use in my job (eg machinery etc) is faulty and broken it is replaced quickly and effectively	33	33	31
Culture / Behaviour	Communication	Information is communicated to our team in a clear and concise manner	33	33	33
Culture / Behaviour	Communication	Information is communicated to our team in a clear and concise manner	33	36	38
Strategic Intent	Communication	Information is communicated to our team in a clear and concise manner	38	38	40
Business Processes	Management	I receive the information I need (eg customer data, work priorities, general organisational and team information) to best manage my job tasks and priorities	40	40	38
Strategic Intent	Plan and Objectives	I have a clear sense of our teams goals and what we need to do to achieve them	40	40	40
Strategic Intent	Plan and Objectives	The way we develop our team plan is efficient and effective.	40	40	42

We have now examined each of the relevant question/answer responses for each of the four lowest scoring, least effective team capabilities or drivers. These responses have helped build understanding of the likely causes of this team's effectiveness/performance issues.

As, we mentioned, whilst the focus of this report and subsequent workshop is to address the team effectiveness/performance issues discussed in Sections 1 and 2 above, it is also important for any high performing team to know what it is good at.

Any high performing team has a dual strategy for success, namely leveraging strengths and addressing weaknesses.

Closing Comments

High performing teams are constantly vigilant.

They understand that high performance needs to be maintained, that performance expectations are ever increasing. Any let up can see a team fall behind, failing to make the contributions expected of it.

This report has identified some important development needs for

Our forthcoming workshop will use this information (and other processes), to develop proven and easy-to-implement solutions to these issues.

The high performing teams will be able to maintain the



Appendix A

Element	Driver	Best Practice – 100% Compliance (Green)
Strategic Intent	Organisational Strategy	<ul style="list-style-type: none"> Well communicated and relevant organisational strategy.
	Team Purpose and Vision	<ul style="list-style-type: none"> Meaningful and well communicated purpose.
	Planning and Objectives	<ul style="list-style-type: none"> Written and well communicated team plans. Clear and achievable job objectives.
	Team Resources	<ul style="list-style-type: none"> Team initiatives and priorities are aligned with team objectives and are supported with the right resources.
Culture / Behaviour	Values and Behaviours	<ul style="list-style-type: none"> Values are clearly defined, well communicated and effectively practiced.
	Management	<ul style="list-style-type: none"> Effective people management. Gets things done.
	Work Dynamic	<ul style="list-style-type: none"> Good work environment and conditions; fulfilling and engaging work.
	Team Work	<ul style="list-style-type: none"> People work well together.
	Communication	<ul style="list-style-type: none"> Communication is open, constructive and effective.
	Individual Development	<ul style="list-style-type: none"> People are appropriately trained, coached, developed and empowered.
	Customer Focus	<ul style="list-style-type: none"> Strong customer service culture.
Business Processes	Innovation and Change	<ul style="list-style-type: none"> Innovative, flexible team; able to support change.
	Procedures and Safety	<ul style="list-style-type: none"> Safe work environment and procedures.
	Coordinating Mechanisms	<ul style="list-style-type: none"> Effective coordinating mechanisms.
	Information Systems	<ul style="list-style-type: none"> Information systems support job tasks.
	Performance Measures	<ul style="list-style-type: none"> Performance measures and procedures.
	Resources	<ul style="list-style-type: none"> Resources they need – computers, machinery etc – to perform at their best.
		<ul style="list-style-type: none"> Individual and team performance measures are fair, timely and useful.
	Partner Systems	<ul style="list-style-type: none"> The computer systems link effectively from team to team where required.

