
Insights

Team Effectiveness



<i>Team:</i>	Team Name
<i>Department:</i>	D. Partment
<i>Company:</i>	Company
<i>Date:</i>	01-Feb-02
<i>Facilitator(s):</i>	Facilitator

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Participant's Report

Introduction

There are many opinions as to what constitutes an effective team - a clear sense of purpose, a good team spirit, a balanced mix of personalities - the list is wide and varied.

An effective team may comprise of different personalities with different sets of skills and behaviours. But this need not be the case. Both homogeneous teams (teams populated with similar types of people) and heterogeneous teams (teams with a mixture of behavioural styles) can be equally effective, depending on the purpose of the team.

Whatever the balance of the individuals that form the team, a successful team will need to adapt and adjust to provide a balance of qualities which may at first appear mutually exclusive. The team will need to combine a disciplined approach to the task with an ability to deal appropriately with people's feelings. They will need to balance a strong vision with clear roles and responsibilities.

In fact an effective team will be a team which combines sixteen different yet intrinsically linked elements to the benefit of the team as a whole, the individuals who work in it, and the task that they are striving to achieve.

These sixteen elements are evenly spread around the Insights wheel, two allocated to each of the eight Insights types. Whilst each element does not belong exclusively to one type, it provides further evidence that all Insights types are equal and add value in their own unique way.

Useful information can be gleaned from the graphs and statistics:

Team Profile

The Team Profile illustrates the sixteen factors of the system, plotting the average score for each element. It is a useful visual representation of scores, and can identify visually where strengths and gaps lie. There is a visual correlation between the Team Effectiveness Wheel and the Insights Wheel, so that comparisons between colour energies/preferences and Team Effectiveness Factors can be made.

Standard Deviation Graph

The Standard Deviation Graph is a more traditional representation of the data. It is useful for linear comparisons between the absolute value of element scores.

Highs & Lows

The top and bottom of the thin line represent the High and Low scores for each element.

Spread or Variation

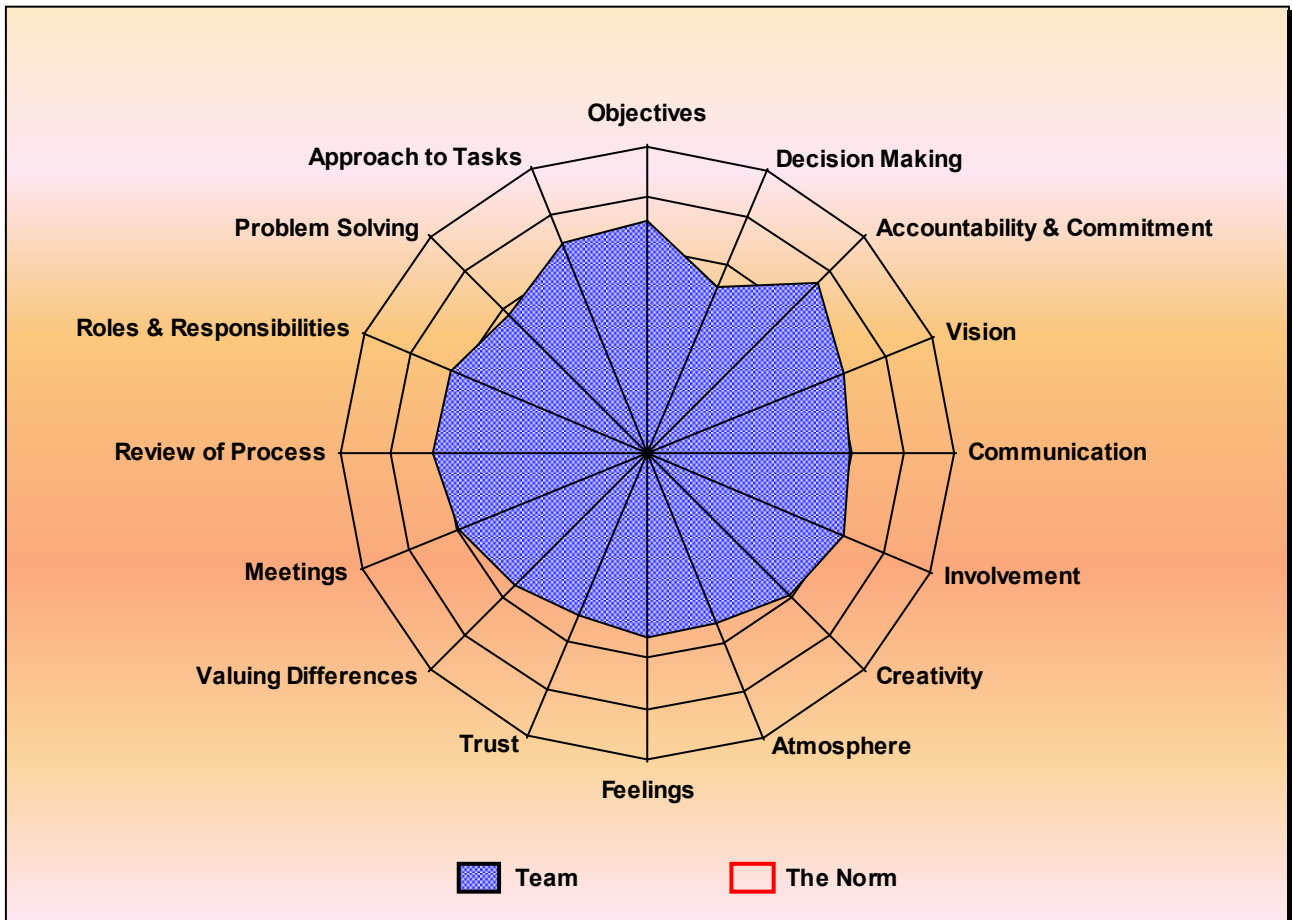
The thicker block on each element represents the spread or variation. The block spreads from one standard deviation above the average to one standard deviation below the average score for each element. These blocks are a useful visual indicator of the variation in scores. A smaller block suggests a tighter or more clustered range of scores in the element. A larger block suggests a wide range of scores.

It is possible, for example, to have a small block (variation), but wide range between the high and low scores. This would suggest a clustering of scores, with one or two outliers in the score for the element. In this case, a small number of respondents have a view of the element, which is different to most of the other respondents.

Average

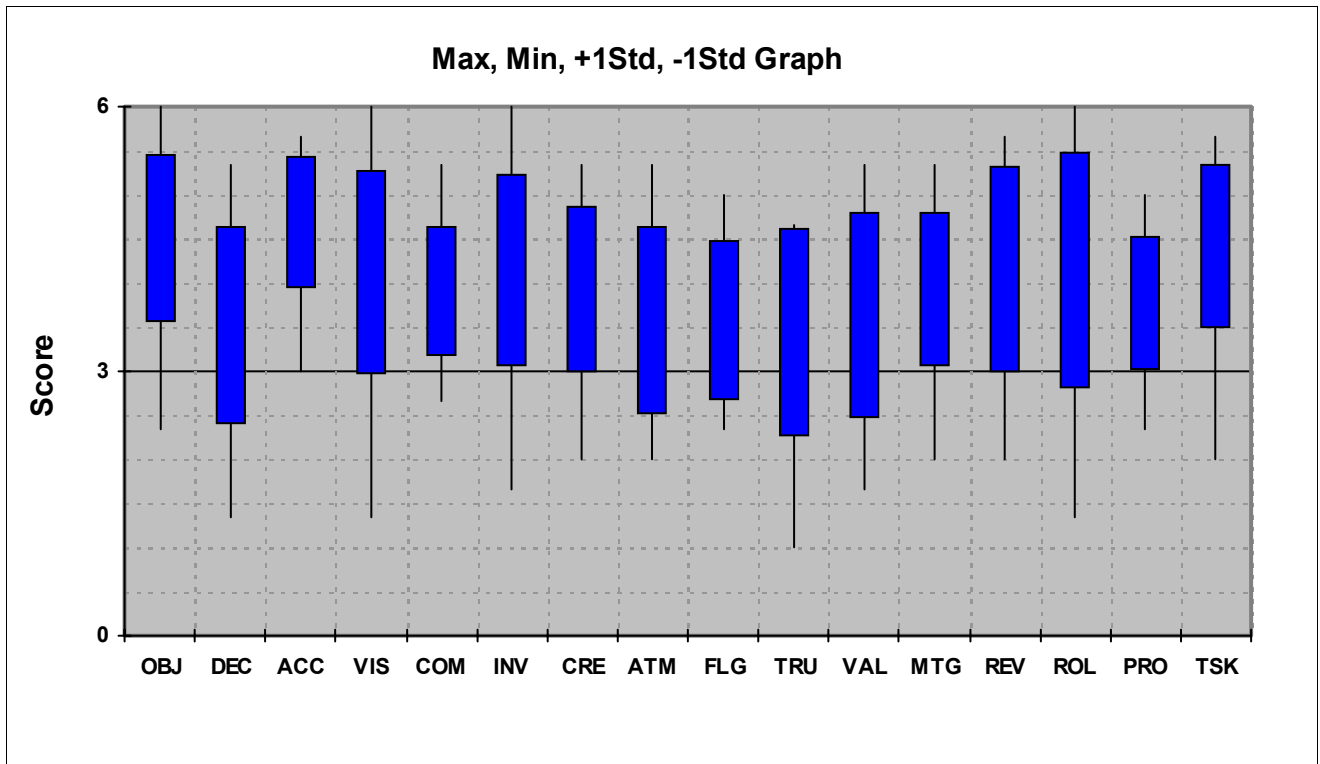
The average for each element is the arithmetic mean value of the scores for that element for all respondents. The average score is visually represented as the centre of the thicker variation block on each element.

Team Profile



Rank	Abbreviation	Topic	Team	Norm	Difference
1	ACC	Accountability & Commitment	4.69		
2	OBJ	Objectives	4.52		
3	TSK	Approach to Tasks	4.42		
4	REV	Review of Process	4.17		
5	ROL	Roles & Responsibilities	4.15		
6	INV	Involvement	4.15		
7	VIS	Vision	4.13		
8	CRE	Creativity	3.94		
9	MTG	Meetings	3.94		
10	COM	Communication	3.92		
11	PRO	Problem Solving	3.77		
12	VAL	Valuing Differences	3.65		
13	FLG	Feelings	3.58		
14	ATM	Atmosphere	3.58		
15	DEC	Decision Making	3.52		
16	TRU	Trust	3.44		

Standard Deviation Graph

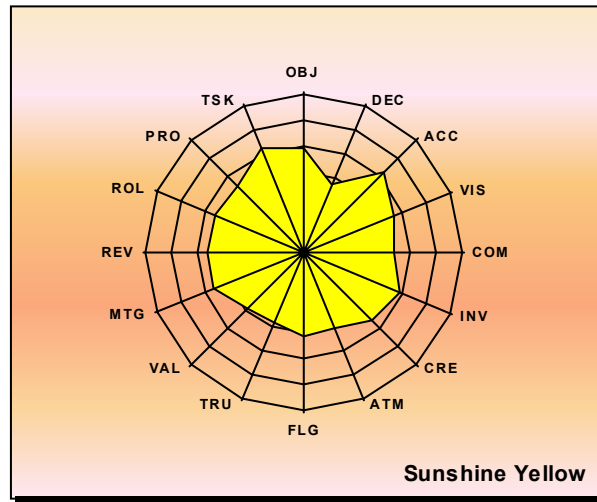
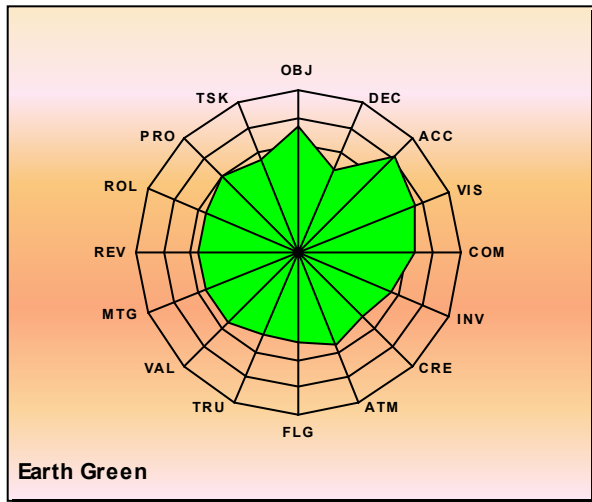
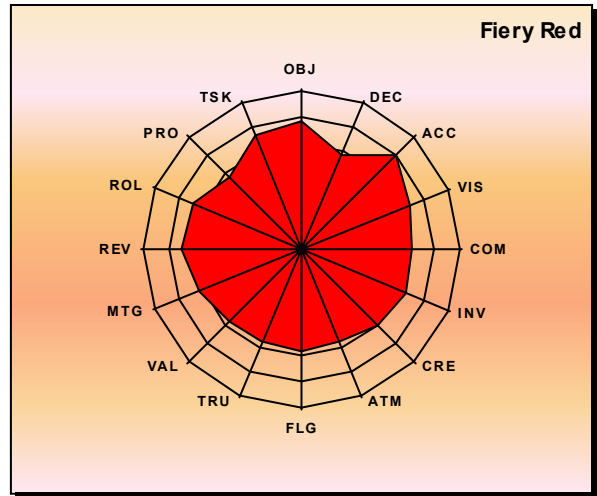
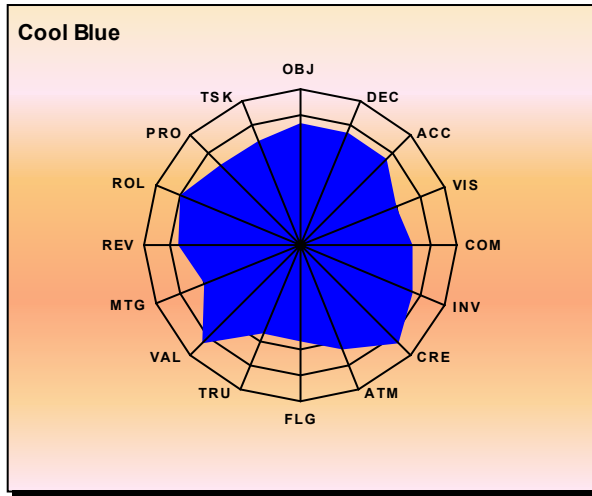


Team Aggregate Scores:

	OBJ	DEC	ACC	VIS	COM	INV	CRE	ATM	FLG	TRU	VAL	MTG	REV	ROL	PRO	TSK
Average	4.52	3.52	4.69	4.13	3.92	4.15	3.94	3.58	3.58	3.44	3.65	3.94	4.17	4.15	3.77	4.42
Highest	6.00	5.33	5.67	6.00	5.33	6.00	5.33	5.33	5.00	4.67	5.33	5.33	5.67	6.00	5.00	5.67
Lowest	2.33	1.33	3.00	1.33	2.67	1.67	2.00	2.00	2.33	1.00	1.67	2.00	2.00	1.33	2.33	2.00
STD Dev	0.94	1.11	0.74	1.14	0.73	1.08	0.94	1.06	0.89	1.17	1.16	0.86	1.16	1.32	0.76	0.92
+1 STD	5.46	4.63	5.42	5.27	4.64	5.23	4.87	4.64	4.47	4.60	4.80	4.80	5.33	5.47	4.53	5.34
-1 STD	3.58	2.41	3.95	2.98	3.19	3.06	3.00	2.53	2.69	2.27	2.49	3.07	3.01	2.82	3.01	3.49

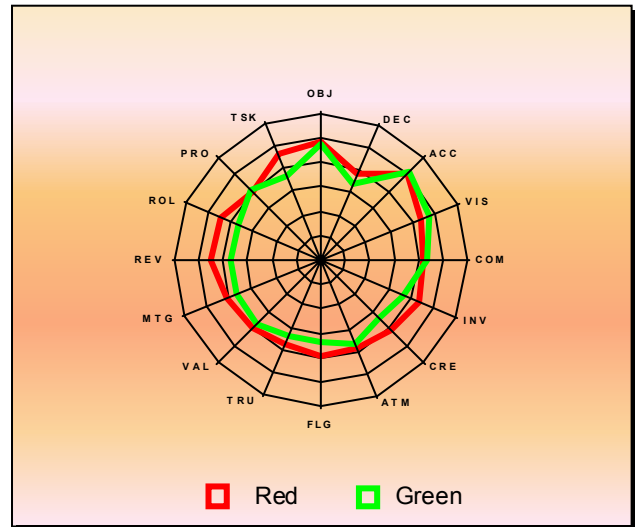
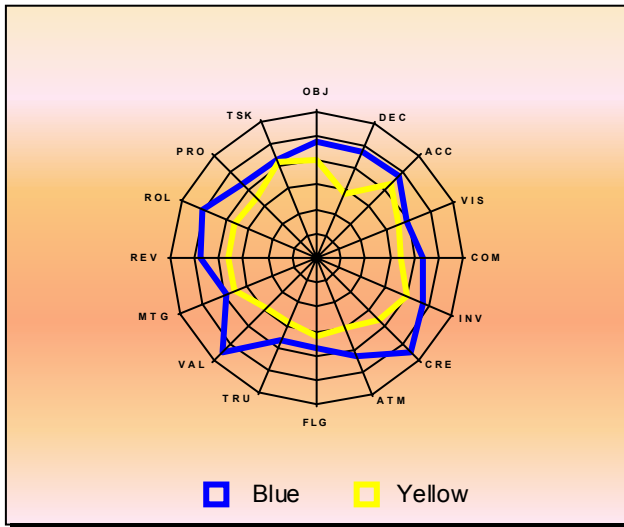
Key Factors	Lowest Scores	Highest Scores
	TRU Trust	ACC Accountability & Commitment
	DEC Decision Making	OBJ Objectives
	ATM Atmosphere	TSK Approach to Tasks

Profiles split by Dominant Insights Colour Energies



Abbrev	Topic	Team	Blue	Green	Yellow	Red
OBJ	Objectives	4.52	4.67	4.67	3.93	4.81
DEC	Decision Making	3.52	4.67	3.33	2.80	3.81
ACC	Accountability & Commitment	4.69	4.67	5.00	4.20	4.93
VIS	Vision	4.13	4.00	4.67	3.60	4.37
COM	Communication	3.92	4.33	4.33	3.40	4.11
INV	Involvement	4.15	4.67	3.67	3.93	4.26
CRE	Creativity	3.94	5.33	3.33	3.60	4.04
ATM	Atmosphere	3.58	4.33	3.67	3.07	3.78
FLG	Feelings	3.58	3.67	3.33	3.13	3.85
TRU	Trust	3.44	3.67	3.33	2.87	3.74
VAL	Valuing Differences	3.65	5.33	3.67	2.93	3.85
MTG	Meetings	3.94	4.00	3.67	3.60	4.15
REV	Review of Process	4.17	4.67	3.67	3.60	4.48
ROL	Roles & Responsibilities	4.15	5.00	3.67	3.60	4.41
PRO	Problem Solving	3.77	4.33	4.00	3.47	3.85
TSK	Approach to Tasks	4.42	4.33	3.67	4.20	4.63

Profiles split by Opposing Dominant Insights Colour Energies



Blue	Yellow	Diff	Abb	Topic	Red	Green	Diff
4.67	3.93	0.73	OBJ	Objectives	4.81	4.67	0.15
4.67	2.80	1.87	DEC	Decision Making	3.81	3.33	0.48
4.67	4.20	0.47	ACC	Accountability & Commitment	4.93	5.00	-0.07
4.00	3.60	0.40	VIS	Vision	4.37	4.67	-0.30
4.33	3.40	0.93	COM	Communication	4.11	4.33	-0.22
4.67	3.93	0.73	INV	Involvement	4.26	3.67	0.59
5.33	3.60	1.73	CRE	Creativity	4.04	3.33	0.70
4.33	3.07	1.27	ATM	Atmosphere	3.78	3.67	0.11
3.67	3.13	0.53	FLG	Feelings	3.85	3.33	0.52
3.67	2.87	0.80	TRU	Trust	3.74	3.33	0.41
5.33	2.93	2.40	VAL	Valuing Differences	3.85	3.67	0.19
4.00	3.60	0.40	MTG	Meetings	4.15	3.67	0.48
4.67	3.60	1.07	REV	Review of Process	4.48	3.67	0.81
5.00	3.60	1.40	ROL	Roles & Responsibilities	4.41	3.67	0.74
4.33	3.47	0.87	PRO	Problem Solving	3.85	4.00	-0.15
4.33	4.20	0.13	TSK	Approach to Tasks	4.63	3.67	0.96

Cool Blue

People with a preference for Cool Blue energy are introverted and have a desire to know and understand the world around them. They prefer written communication in order to maintain clarity and precision, radiating a desire for analysis.

Earth Green

People with a preference for Earth Green Energy focus on values and depth in relationships. They want others to be able to rely on them. They prefer democratic relations that value the individual and are personal in style, radiating a desire for understanding

Fiery Red

People with a preference for Fiery Red energy are extraverted and have high energy. They are action oriented and always in motion. They will approach others in a direct, authoritative manner, radiating a desire for power and control.

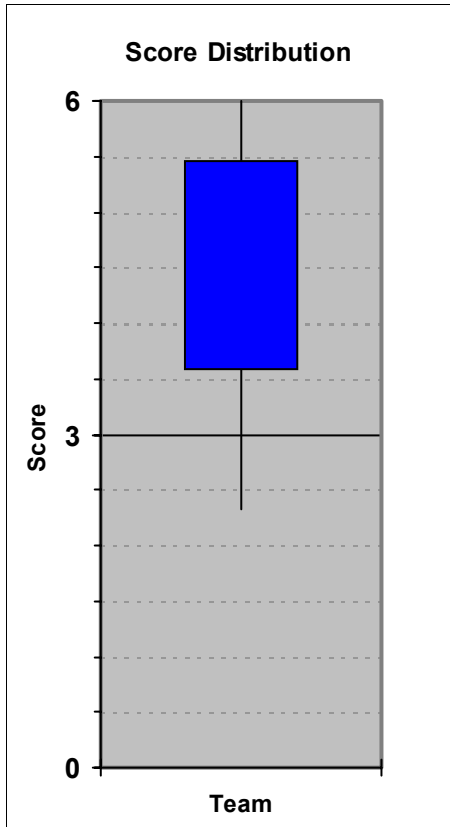
Sunshine Yellow

People with a preference for Sunshine Yellow energy are strongly extraverted, radiant and friendly. They are usually positive and concerned with good human relations. They will approach others in a persuasive, democratic manner, radiating a desire for sociability.

Objectives

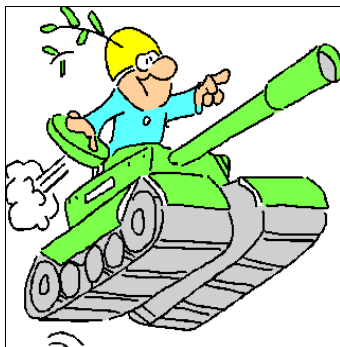
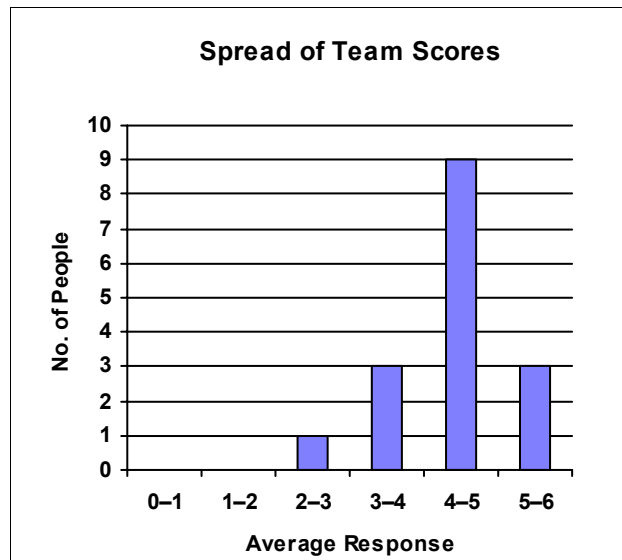
Statements measured

The objectives of the team are understood and committed to by all.	4.19
The team regularly reviews its performance against its objectives .	5.00
Team objectives are SMART (specific, measurable, achievable, realistic and timebound).	4.38



Topic Statistics Team Norm

Average:	4.52
Highest:	6.00
Lowest:	2.33



"The best way to predict the future is to create it."

Unknown

Briefing Sheet

Objectives

Please consider the following questions related to the Team Effectiveness Questionnaire element of Objectives.

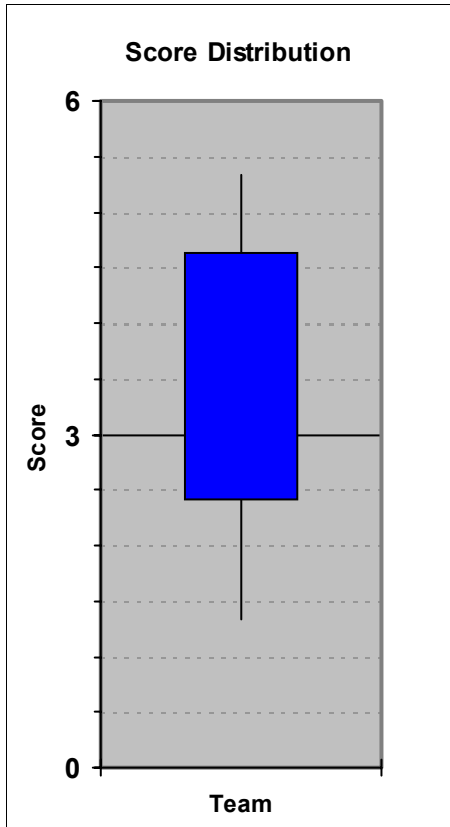
What are the team's objectives? How are we currently performing against them?

Are they up-to-date? Are they current? Are they SMART?

Decision Making

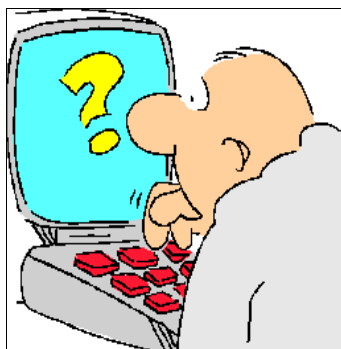
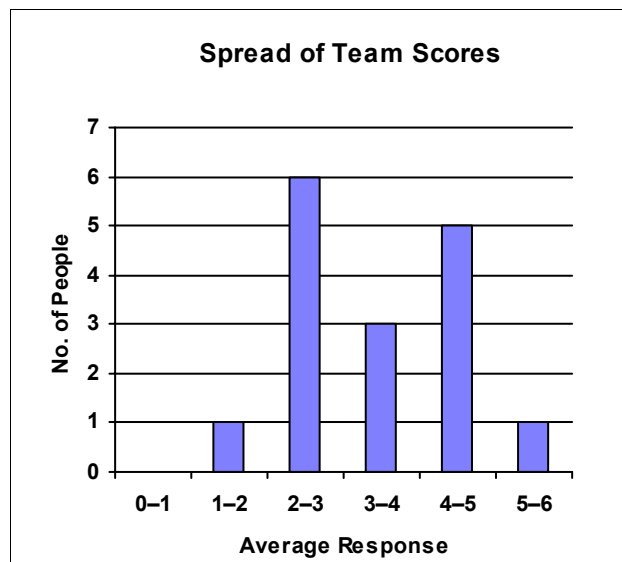
Statements measured

Appropriate people are consulted and involved when making decisions.	3.75
Consensus is reached on most issues in the team.	3.50
Differences of opinions are used to improve the quality of decisions.	3.31



Topic Statistics Team Norm

Average:	3.52
Highest:	5.33
Lowest:	1.33



"Would you tell me, please, which way I ought to go from here?"
 "That depends a good deal on where you want to go," said the Cat.
 "I don't much care where," said Alice.
 "Then it doesn't matter which way you go," said the Cat.

Lewis Carroll

Briefing Sheet

Decision Making

Please consider the following questions related to the Team Effectiveness Questionnaire element of Decision Making.

How are decisions made in our team? What is the process?

When have decisions been made effectively with the commitment and approval of all team members? What made the result so successful? When have ineffective decisions been made? What have the consequences been?

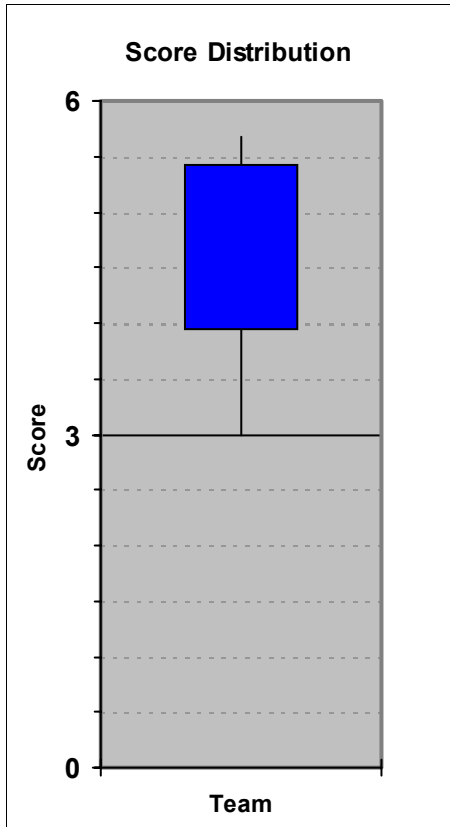
How do we/can we help each other to make effective decisions?

Accountability & Commitment

Statements measured

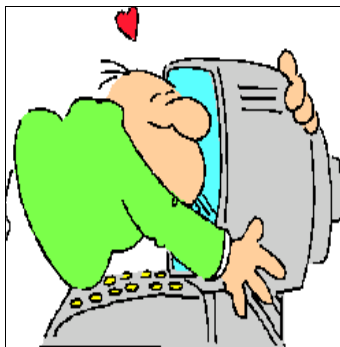
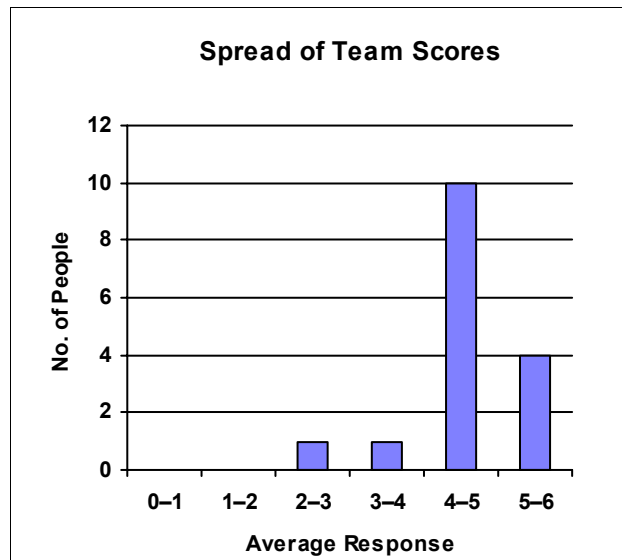
Individuals are committed to the success of the team.
 Responsibility is accepted within the team.
 The team take collective ownership of issues.

Ave
4.94
4.94
4.19



Topic Statistics Team Norm

Average: 4.69
Highest: 5.67
Lowest: 3.00



"You can buy people's time, you can buy their involvement in work, but you can't buy their enthusiasm, team pride, commitment and loyalty."

Gordon Robey

Briefing Sheet

Accountability & Commitment

Please consider the following questions related to the Team Effectiveness Questionnaire element of Accountability & commitment.

How do we individually and collectively currently demonstrate our commitment to the team?

How could we demonstrate it still further?

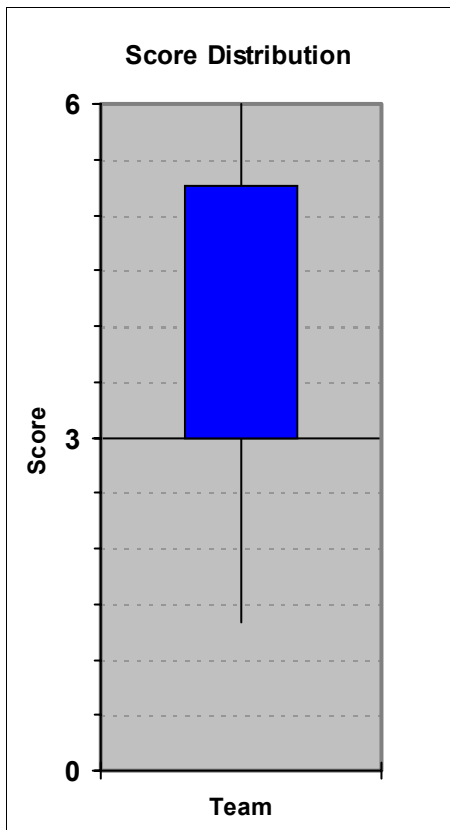
What do I consider myself responsible for within the team?

Vision

Statements measured

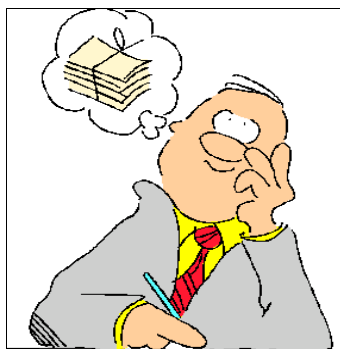
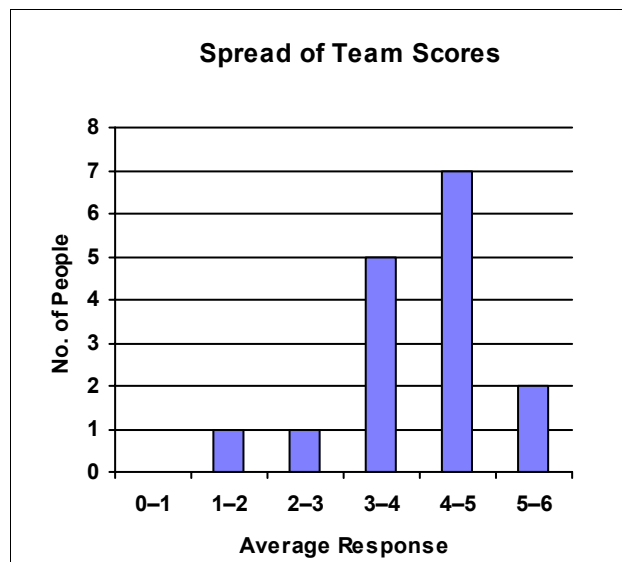
All team members know where the team is heading.
 There is a clear sense of purpose and direction.
 The team have a challenging and exciting vision.

Ave
4.13
4.19
4.06



Topic Statistics Team Norm

Average: 4.13
Highest: 6.00
Lowest: 1.33



"You see things and you say, 'Why?'"
 But I dream things that never were and I say, 'Why not?'"

George Bernard Shaw

Briefing Sheet

Vision

Please consider the following questions related to the Team Effectiveness Questionnaire element of Vision.

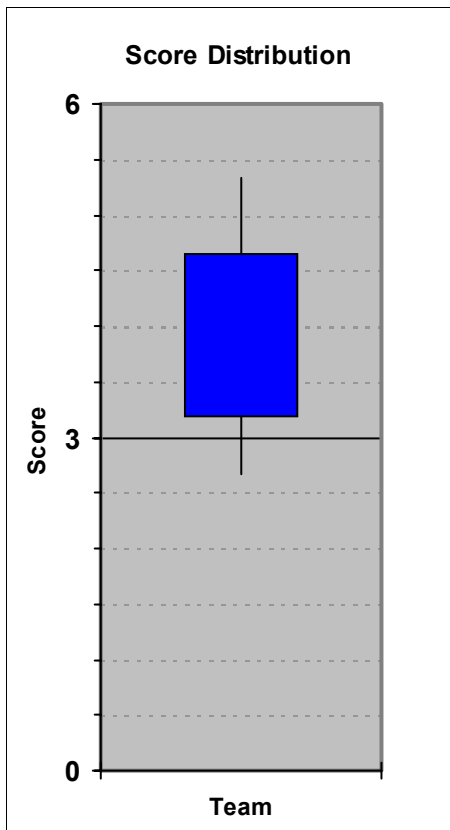
What are we trying to achieve? How do we get buy-in to this from the whole team?

How is this reviewed, both in terms of progress and its relevance?

How do I contribute towards realising our vision?

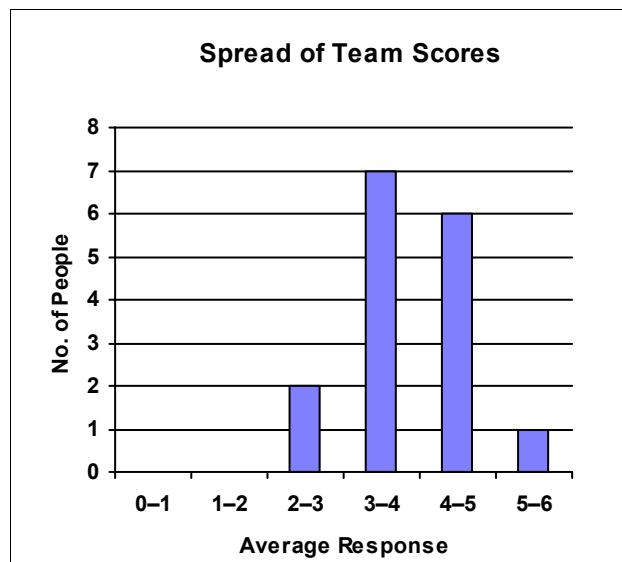
Communication

Statements measured	Ave
All team members know where the team is heading.	4.13
Communication is both relevant and timely.	4.06
Effective communication takes place at all levels.	3.56



Topic Statistics Team Norm

Average:	3.92
Highest:	5.33
Lowest:	2.67



"Send three and fourpence, we're going to a dance."
 ("Send reinforcements, we're going to advance.")

Unknown

Briefing Sheet

Communication

Please consider the following questions related to the Team Effectiveness Questionnaire element of Communication.

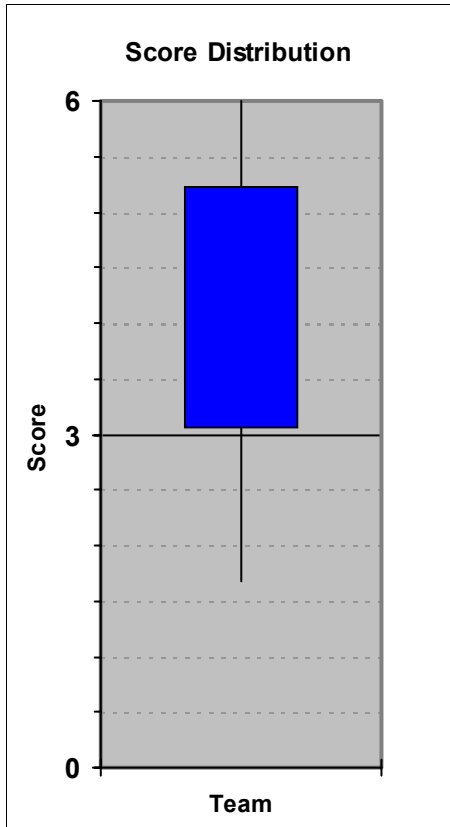
What Channels of communication are currently used by the team? How effective are they?

What should we communicate more of? What should we communicate less of?

Involvement

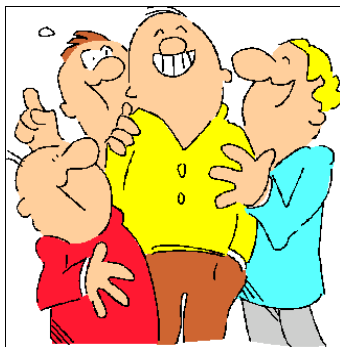
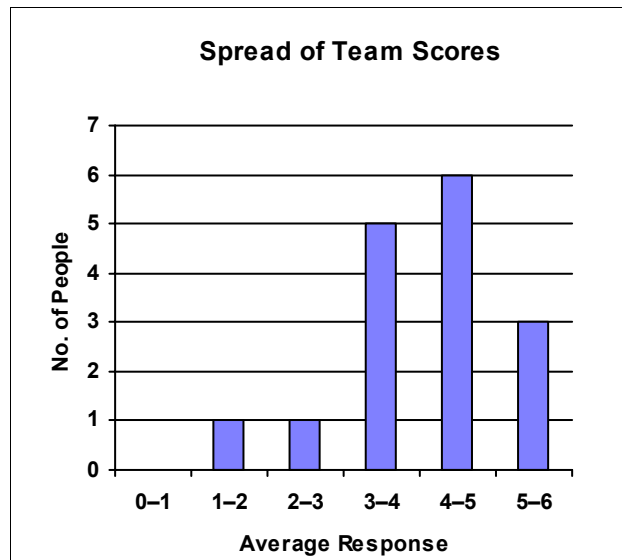
Statements measured

All team members are involved in achieving results.	Ave 4.56
Participation is actively encouraged.	3.81
Individuals are generally interested and involved in team affairs.	4.06



Topic Statistics Team Norm

Average:	4.15
Highest:	6.00
Lowest:	1.67



"In the end, we will remember not the words of our enemies, but the silence of our friends."

Martin Luther King

Briefing Sheet

Involvement

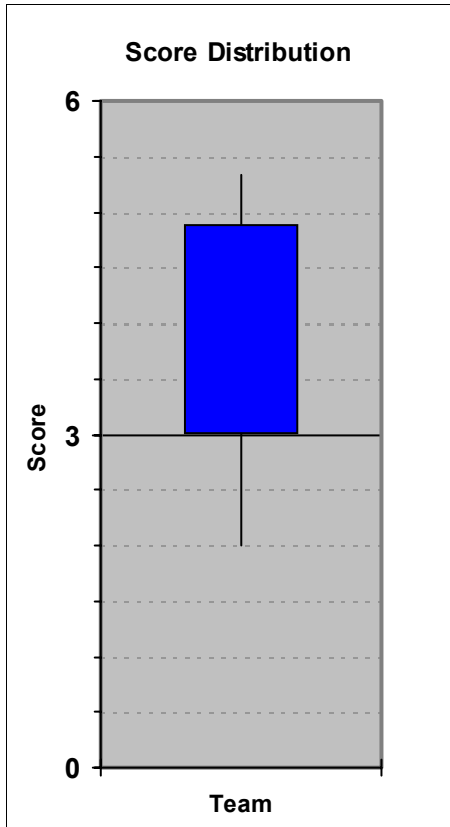
Please consider the following questions related to the Team Effectiveness Questionnaire element of Involvement.

What do we do collectively as a team? Where and how has the team demonstrated its synergy?

What do I do individually that would be improved by involving others in the team?

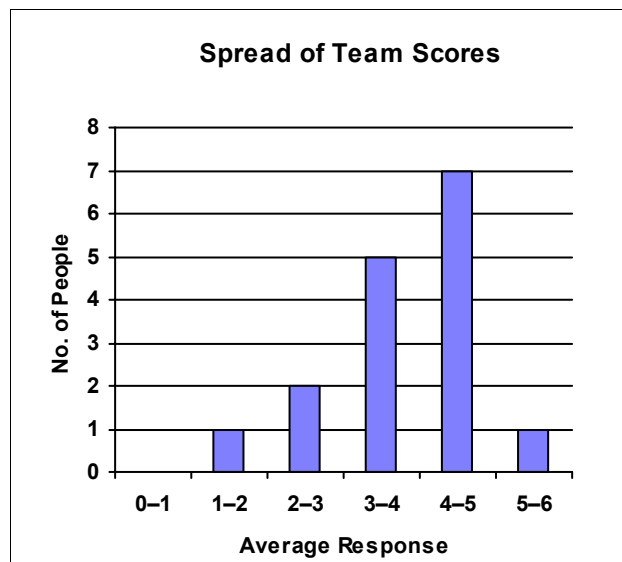
Creativity

Statements measured	Ave
Creativity and innovation are encouraged.	3.94
The team is receptive to new ideas and suggestions from team members.	4.06
The focus on the team is on improvement. Change is welcomed.	3.81



Topic Statistics Team Norm

Average:	3.94
Highest:	5.33
Lowest:	2.00



"A stand can be made against an invasion by an army. No stand can be made against an invasion by an idea."

Victor Hugo

Briefing Sheet

Creativity

Please consider the following questions related to the Team Effectiveness Questionnaire element of Creativity.

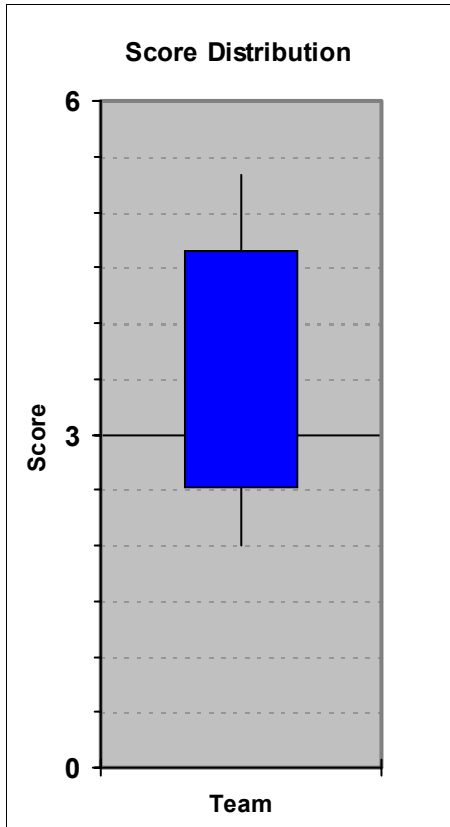
When was our team at its most creative?

How do we stimulate creativity in the team?

How could the team benefit from more creativity? And where?

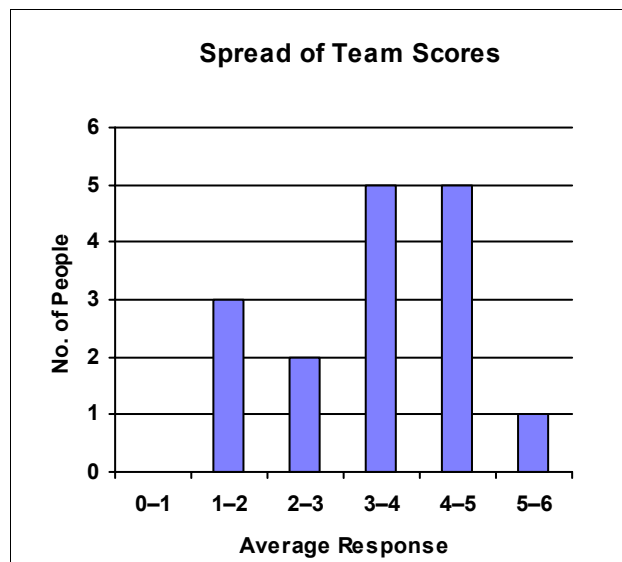
Atmosphere

Statements measured	Ave
There is a good working atmosphere.	3.63
Team spirit is high.	3.06
Individuals are generally interested and involved in team affairs.	4.06



Topic Statistics Team Norm

Average:	3.58
Highest:	5.33
Lowest:	2.00



"I never did a day's work in my life, it was all fun."

Thomas Alva Edison

Briefing Sheet

Atmosphere

Please consider the following questions related to the Team Effectiveness Questionnaire element of Atmosphere.

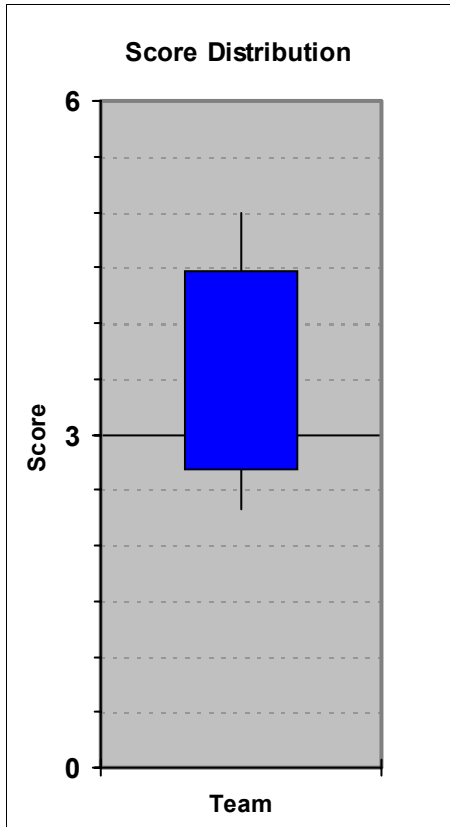
What currently contributes towards a good working atmosphere in our team?

What are the most enjoyable aspects of working in this team?

What are the least enjoyable aspects of working in this team? What could be done to reduce the adverse affect that they have?

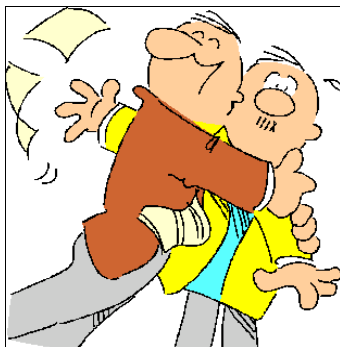
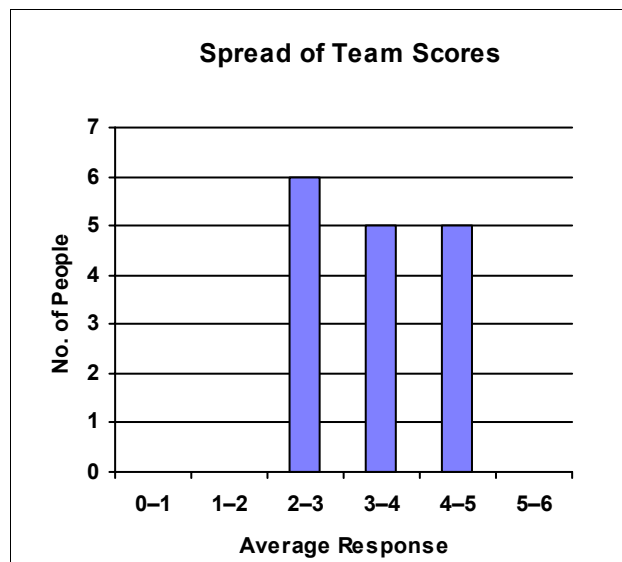
Feelings

Statements measured	Ave
Feelings are freely expressed without fear.	3.19
Individuals are sensitive to others needs or concerns.	4.19
Empathy and understanding are prevalent.	3.38



Topic Statistics Team Norm

Average:	3.58
Highest:	5.00
Lowest:	2.33



"I disapprove of what you say, but I will defend to death your right to say it."

Voltaire

Briefing Sheet

Feelings

Please consider the following questions related to the Team Effectiveness Questionnaire element of Feelings.

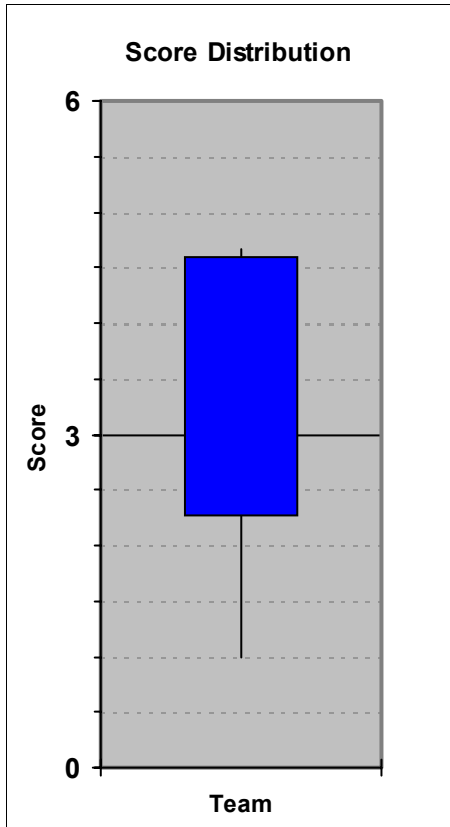
What channels are currently open for feedback (both formally and informally) within the team?

What could be done to encourage more openness?

Trust

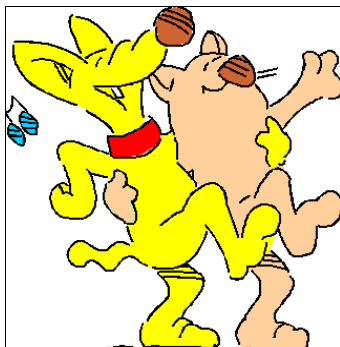
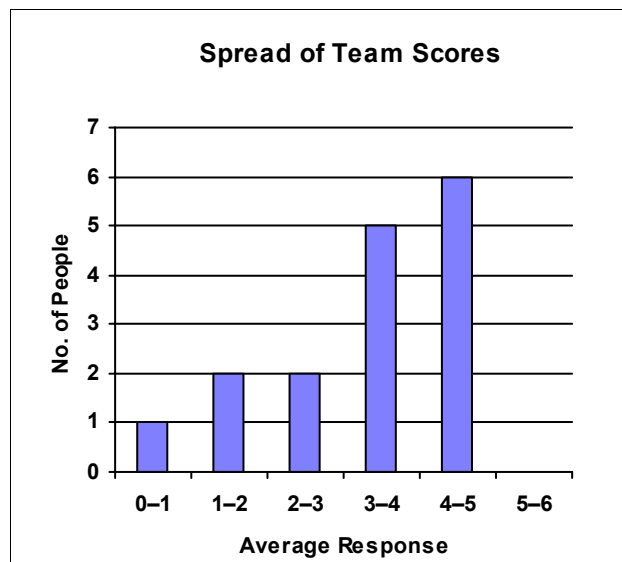
Statements measured

There is an open exchange of views.	3.44
Feelings are freely expressed without fear.	3.19
Individuals trust each other.	3.69



Topic Statistics Team Norm

Average:	3.44
Highest:	4.67
Lowest:	1.00



"War is based on deception."

Sun Tzu (500 BC)

Briefing Sheet

Trust

Please consider the following questions related to the Team Effectiveness Questionnaire element of Trust.

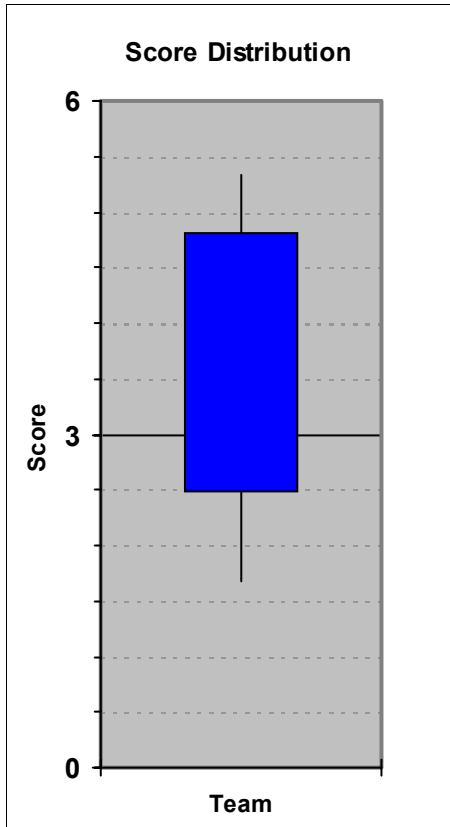
What engenders trust in our team? How has the team benefited from the level of trust that currently exists?

What could increase the levels of trust, and how would the team benefit?

Valuing Differences

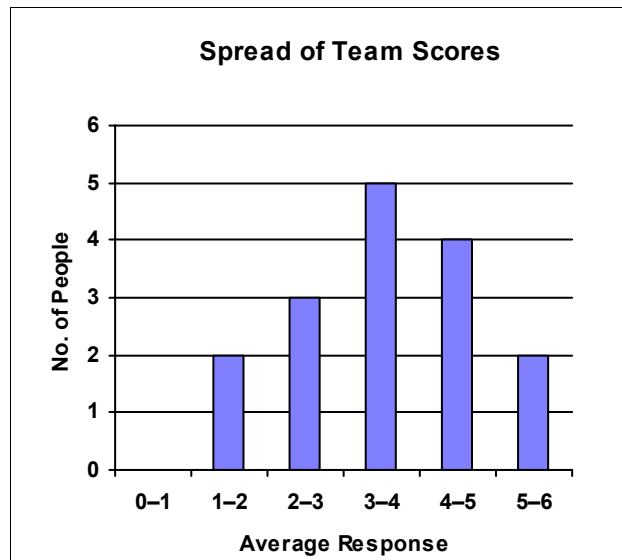
Statements measured

All team members are treated as equals.	3.56
Differences of opinions are used to improve the quality of decisions.	3.31
Different styles and personalities are valued.	4.06



Topic Statistics Team Norm

Average:	3.65
Highest:	5.33
Lowest:	1.67



"Wisdom never forgets that all things have two sides."

C.G.Jung

Briefing Sheet

Valuing Differences

Please consider the following questions related to the Team Effectiveness Questionnaire element of Valuing Differences.

What key strengths do you bring to the team?

What strengths do you recognise in some of your colleagues that you don't see in yourself?

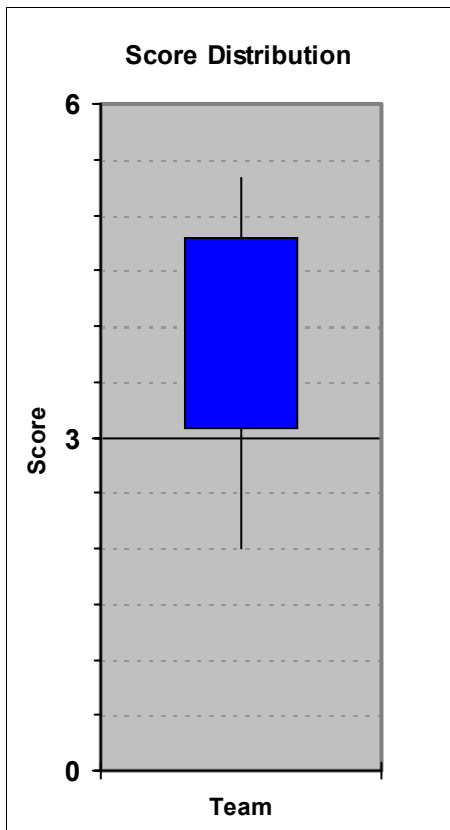
How could the group's balance of behaviours be exploited further still?

Meetings

Statements measured

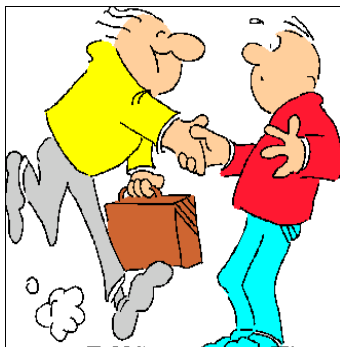
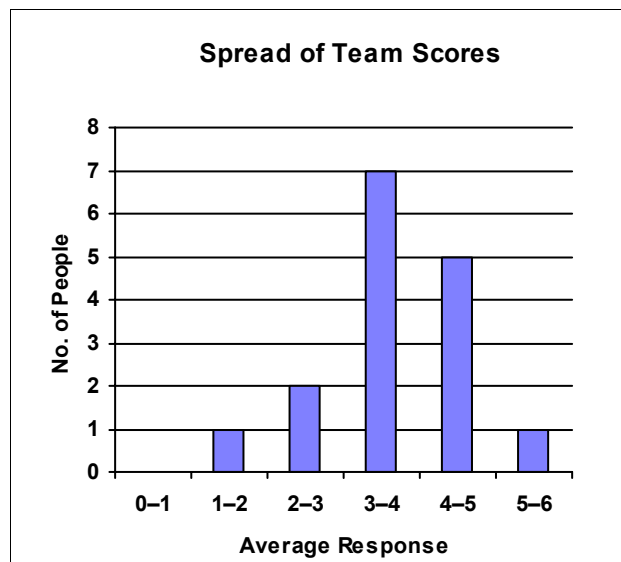
The team adopt a disciplined approach to their work .
 Meetings are well planned and prepared for.
 Meetings produce outcomes and actions.

Ave
3.75
3.88
4.19



Topic Statistics Team Norm

Average: 3.94
Highest: 5.33
Lowest: 2.00



"A committee is a group that keeps minutes and loses hours."

Milton Berle

Briefing Sheet

Meetings

Please consider the following questions related to the Team Effectiveness Questionnaire element of Meetings.

What meetings do you currently attend and why? What issues are generally covered?

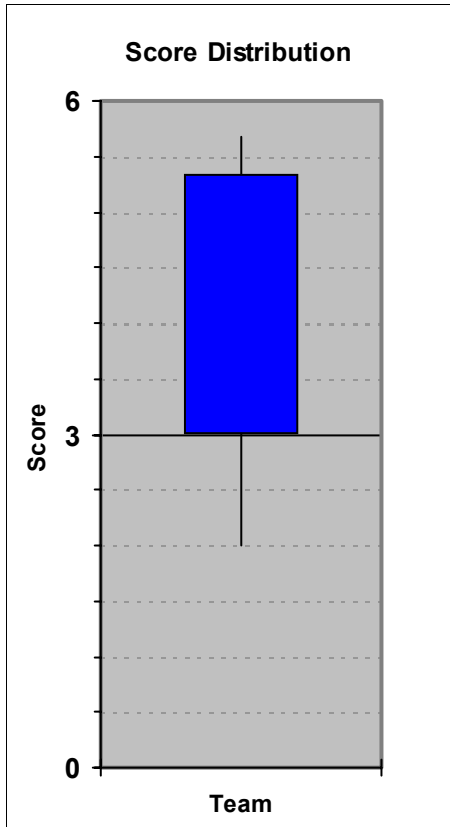
What occurs before and after the meetings?

What makes the meetings successful? What needs to change to make them more beneficial?

Review of Process

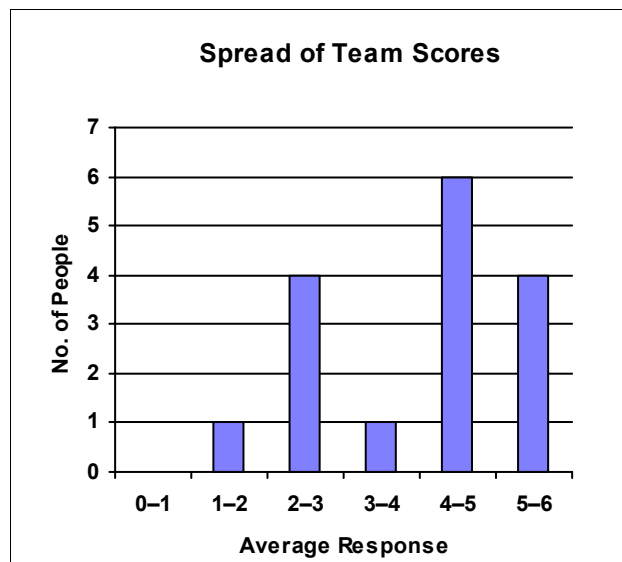
Statements measured

The team regularly reviews its performance against its objectives .	Ave 5.00
The team continuously seeks to improve its processes.	3.31
All individuals are involved in reviewing performance.	4.19



Topic Statistics Team Norm

Average:	4.17
Highest:	5.67
Lowest:	2.00



"There is no bigger waste of time than doing something perfectly that didn't need to be done at all."

Unknown

Briefing Sheet

Review of Process

Please consider the following questions related to the Team Effectiveness Questionnaire element of Review of Process.

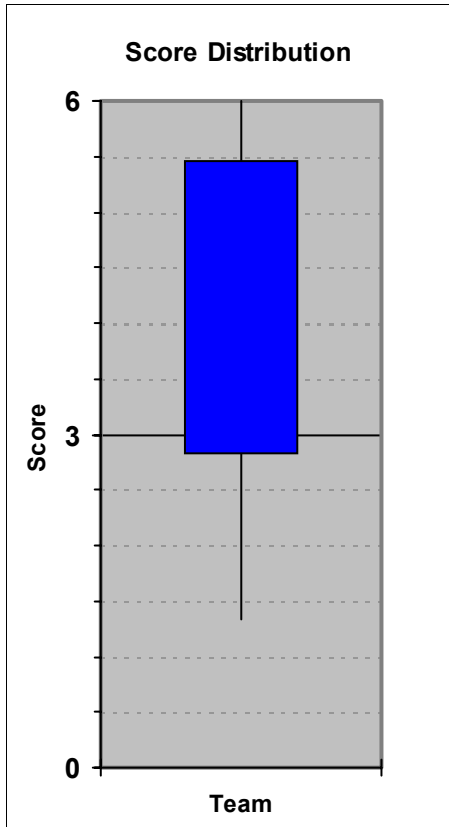
How are processes currently reviewed in the team? Who is involved?

What processes have currently been improved? And how?

What processes are in need of improvement?

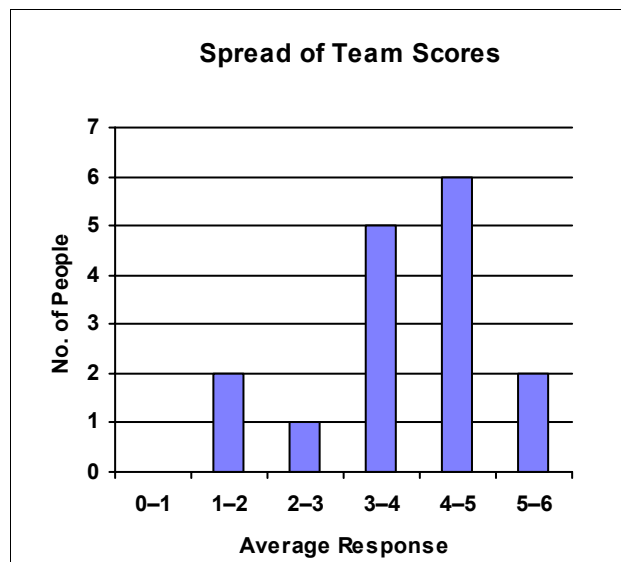
Roles & Responsibilities

Statements measured	Ave
All team members know how and where they add value.	4.38
Roles and responsibilities are clearly defined and understood.	3.94
All individuals are aware of their role within the team.	4.13



Topic Statistics Team Norm

Average:	4.15
Highest:	6.00
Lowest:	1.33



"Hide not your talents, they for use were made.
What's a sundial in the shade?"

Benjamin Franklin

Briefing Sheet

Roles & Responsibilities

Please consider the following questions related to the Team Effectiveness Questionnaire element of Roles & responsibilities.

What do you currently do in the team that no-one else does?

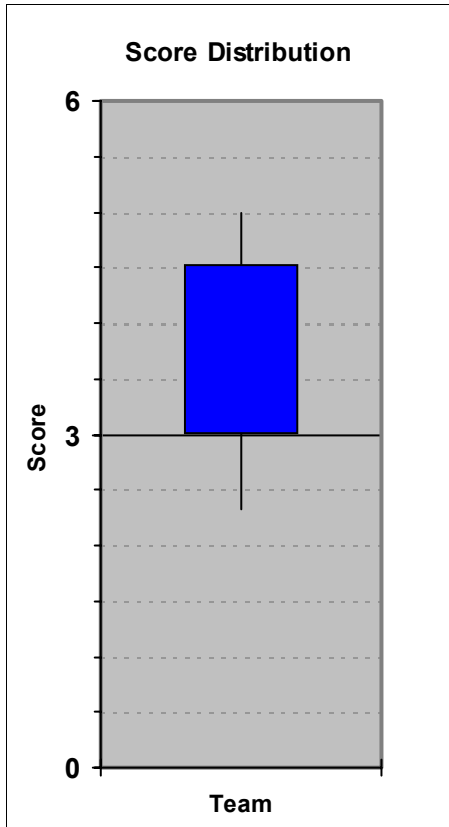
What do you do that may be duplicated elsewhere?

Where, in the team, do areas of responsibility overlap? What duties would benefit from a clarification of responsibilities?

Problem Solving

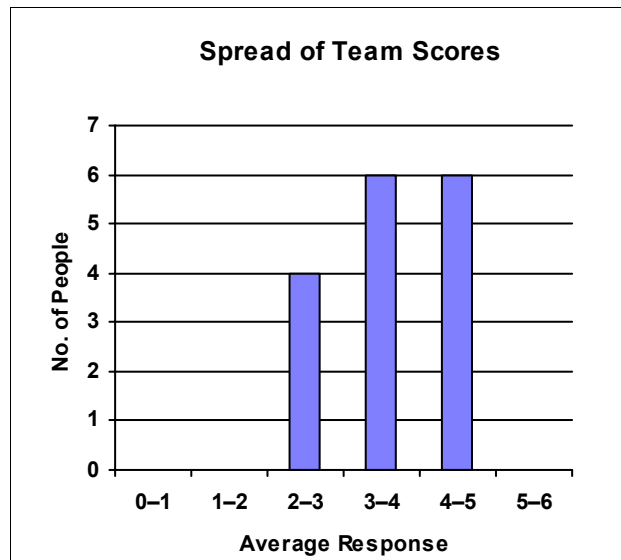
Statements measured

Causes of problems are clearly identified before solutions are implemented.	Ave 3.63
Alternative solutions are considered before agreeing actions.	4.19
Tools and techniques are used by the team when problem solving.	3.50



Topic Statistics Team Norm

Average:	3.77
Highest:	5.00
Lowest:	2.33



"I had six honest serving men, they taught me all I knew.
Their names are What and Why and When. And How and
Where and Who."

Rudyard Kipling

Briefing Sheet

Problem Solving

Please consider the following questions related to the Team Effectiveness Questionnaire element of Problem Solving.

What problems have recently been solved in the team environment? How were the skills of the team used?

What tools and techniques do we use when problem solving?

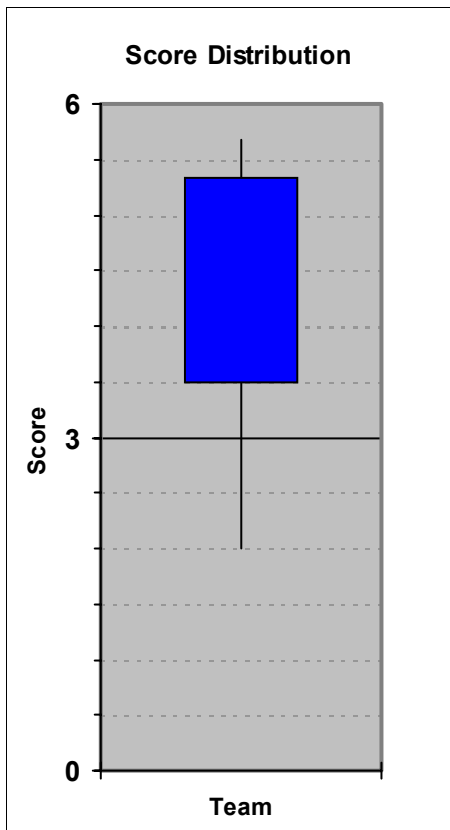
What problems are currently in need of the team's attention?

Approach to Tasks

Statements measured

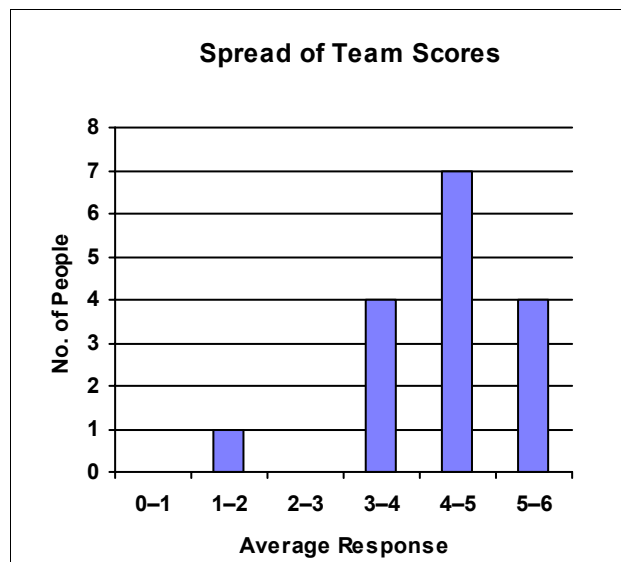
The team adopt a disciplined approach to their work .
 All team members are involved in achieving results.
 Responsibility is accepted within the team.

Ave
3.75
4.56
4.94



Topic Statistics Team Norm

Average: 4.42
Highest: 5.67
Lowest: 2.00



"Give us the tools and we will finish the job."

Winston Churchill

Briefing Sheet

Approach to Tasks

Please consider the following questions related to the Team Effectiveness Questionnaire element of Approach to Tasks.

What are the key tasks that this team performs?

How is the work distributed in the team?

What are the team's most notable recent achievements?

Key:	OBJ Objectives	DEC Decision Making	ACC Accountability & Commitm
	VIS Vision	COM Communication	INV Involvement
	CRE Creativity	ATM Atmosphere	FLG Feelings
	TRU Trust	VAL Valuing Differences	MTG Meetings
	REV Review of Process	ROL Roles & Responsibilities	PRO Problem Solving
	TSK Approach to Tasks		

Individual Response Scores

ID	Name	OBJ	DEC	ACC	VIS	COM	INV	CRE	ATM	FLG	TRU	VAL	MTG	REV	ROL	PRO	TSK
1	Mr A Man	5.33	2.33	3.33	3.33	3.33	2.67	2.00	2.33	2.67	2.33	2.33	4.33	3.00	3.33	2.33	4.67
2	Ms A Laneou	5.00	2.33	4.33	4.67	3.00	3.33	2.33	2.00	2.33	1.00	2.00	4.33	5.00	4.67	3.33	5.00
3	U N Known	4.67	3.33	5.33	4.33	3.33	4.33	3.67	4.33	4.67	4.67	4.67	4.00	4.67	5.00	4.33	5.00
4	A N Other	5.67	4.67	5.00	4.67	4.33	5.33	4.67	4.33	4.33	4.33	4.33	4.00	4.67	5.00	4.33	5.33
5	A Mous	3.33	3.00	4.33	2.33	3.33	1.67	3.00	2.67	3.67	3.33	2.67	2.67	2.00	2.00	3.00	2.00
6	N D Vidual	5.00	4.67	5.33	4.67	4.33	5.00	5.00	4.67	4.67	4.67	4.67	4.67	5.67	5.00	4.67	5.33
7	J Smith	4.67	3.33	5.00	4.67	4.33	3.67	3.33	3.67	3.33	3.33	3.67	3.67	3.67	3.67	4.00	3.67
8		4.67	4.67	4.67	4.00	4.33	4.67	5.33	4.33	3.67	3.67	5.33	4.00	4.67	5.00	4.33	4.33
9		2.33	1.33	3.00	1.33	2.67	3.67	3.67	2.00	3.00	1.67	1.67	2.00	2.67	1.33	2.67	3.33
10		5.00	5.33	5.67	6.00	5.33	6.00	5.00	5.33	4.67	4.67	5.33	5.33	5.33	6.00	5.00	5.67
11		3.67	3.67	4.67	3.67	3.67	3.67	4.33	4.00	2.67	3.00	4.00	4.00	4.33	4.00	3.00	4.33
12		6.00	4.33	5.67	5.00	4.33	5.33	4.33	4.33	5.00	4.67	4.33	5.00	5.33	6.00	4.00	5.33
13		4.33	3.00	4.67	3.67	3.33	4.67	3.67	3.67	3.00	3.67	3.33	3.00	2.67	4.00	3.33	4.33
14		3.33	2.67	4.67	3.67	4.00	3.67	4.00	3.67	4.00	4.33	3.67	4.00	3.00	3.00	3.67	4.00
15		4.67	3.00	5.00	5.33	5.00	4.33	4.33	2.00	2.33	2.00	2.33	3.33	5.33	3.33	4.00	4.00
16		4.67	4.67	4.33	4.67	4.00	4.33	4.33	4.00	3.33	3.67	4.00	4.67	4.67	5.00	4.33	4.33

Topics Ranked in Order of Highest Average Team Score:

Ranking:	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Average:	ACC	OBJ	TSK	REV	ROL	INV	VIS	CRE	MTG	COM	PRO	VAL	FLG	ATM	DEC	TRU

