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# TEAM EFFECTIVENESS PROFILE

Sample Client  
Sample Management Team

**October 2020**



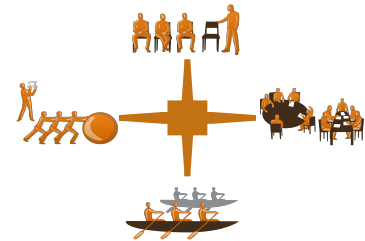
# TEP Overview

# Team Effectiveness Profile Overview

The Team Effectiveness Profile (TEP) provides insights about how a team functions, promotes the team's self-awareness, is developmental for team members, and lays the foundation for team action items for improvement.

The TEP is suitable for complex teams or groups. Complex teams meet, discuss issues, and make decisions. They do real work to achieve a common goal and get things done. Examples of complex teams are management teams, cross-functional teams, functional teams, operational teams, project teams, and virtual teams. Team size does not matter although we typically see teams in the 5 to 15 range. The TEP is useful in the private sector, public sector, or non-profits. The TEP works equally well for cross-cultural and global teams.

The TEP is useful for teams are varying stages of development. High performing teams can find new ways to improve. Good teams can become great teams. Average teams can figure out how to get unstuck. For dysfunctional team, the TEP can provide a roadmap to improve.



# Overview of the TEP Model

We developed the TEP model and items over many years, analyzing some 5,000 interviews where asked team members what was working and not working about their team. We did an exhaustive review of the academic research, and we fine-tuned our model. We then put it into the field for use with our clients. Once it met our high standards, we introduced the TEP to a global audience.

The online team assessment includes 36 questions and takes six minutes on average to complete. The TEP report is organized around five drivers of team effectiveness:

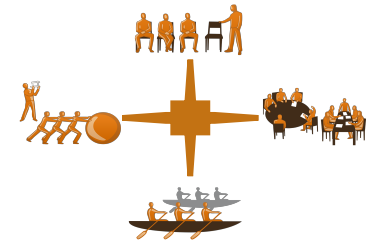
- Key Factors
- Team Assembly
- Team Alignment
- Meeting Processes
- Team Dynamics



# Defining the Team Effectiveness Drivers

## Key Factors

Complex team skill sets that have a disproportionate impact on team effectiveness



## Team Assembly

Setting the team up for success with the right size, roles, and structural supports



## Team Alignment

Ensuring the team is aligned around purpose, strategy, goals, and commitment



## Meeting Processes

Designing procedures that pave the way for effective and efficient meetings



## Team Dynamics

Improving group and interpersonal dynamics impacting trust, dialogue, and decisions

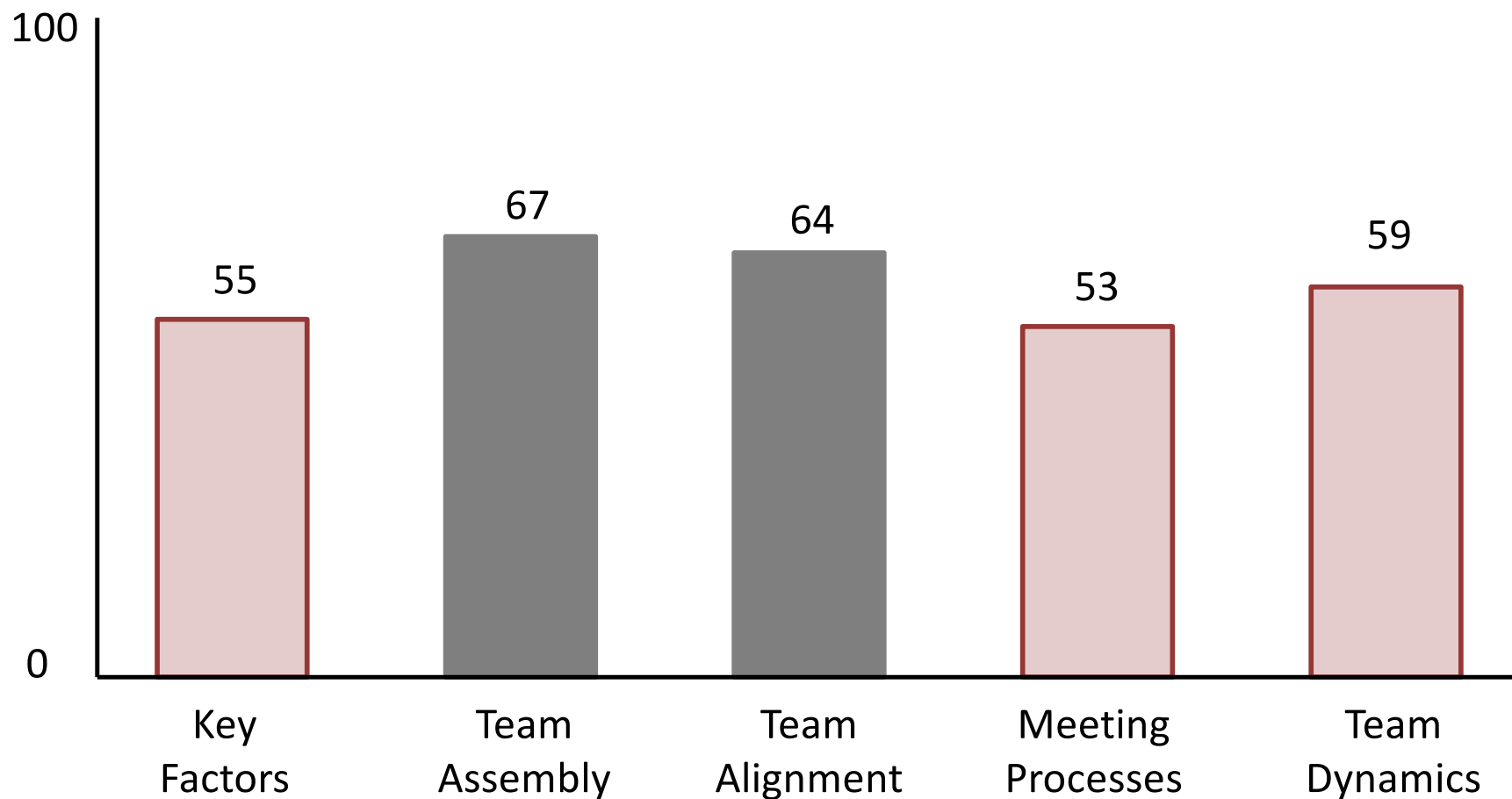


# Team Assessment

# Team Scorecard

- Strength (80 – 100)
- Average (60 – 79)
- Weakness (0 – 59)

Overall Team Score = 57 out of 100



*Note: Scores are on a 100-point scale. Overall team score is based on a proprietary algorithm.*

- Highest scores are the top eight average scores across all 36 questions
- More than eight items will show if there are ties

# What is working

Highest Scoring Items	Average Score	Category	Percent Agree	Percent Disagree
Roles and responsibilities are clearly defined.	3.6	Team Assembly	60%	10%
We show commitment to decisions made.	3.6	Team Alignment	50%	10%
We assign someone to guide and manage segments of meetings.	3.6	Meeting Processes	80%	20%
We cooperate and collaborate well with each other.	3.5	Team Dynamics	70%	20%
Our team is the right size and consists of the right roles.	3.5	Team Assembly	70%	20%
We are unified around a clear and compelling vision.	3.4	Team Alignment	50%	20%
We put the team first above individual agendas.	3.4	Team Alignment	40%	10%
We support each other.	3.3	Team Dynamics	40%	10%

*Note 1: Scores are on a 5-point scale (1 is Strongly Disagree and 5 is Strongly Agree)*

*Note 2: The Team Average includes all Team Members and Team Leader*

*Note 3: Percent Agree is based on scores of "4" or "5"; Percent Disagree is based on scores of "1" or "2"*

- Lowest scores are the bottom five average scores across all 36 questions
- More than five items will show if there are ties

# What can be improved

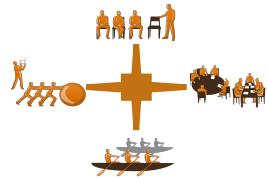
Lowest Scoring Items	Average Score	Category	Percent Agree	Percent Disagree
We have an effective decision-making process.	1.9	Meeting Processes	0%	90%
We give each other behavioral feedback.	2.0	Team Dynamics	0%	80%
Meetings tend to be effective.	2.1	Key Factors	0%	80%
We use agendas skillfully to focus our meetings on the most important topics.	2.1	Meeting Processes	0%	80%
We are a high performing team.	2.4	Key Factors	10%	60%



*Note 1: Scores are on a 5-point scale (1 is Strongly Disagree and 5 is Strongly Agree)*




*Note 2: The Team Average includes all Team Members and Team Leader*

*Note 3: Percent Agree is based on scores of "4" or "5"; Percent Disagree is based on scores of "1" or "2"*

# Key Factors Dashboard



 (Average 4.0 or greater) or (Percent Agree of 60% or greater)  
 (Average of 2.9 or less) or (Percent Disagree of 40% or greater)

 Team Leader Score     Team Member Average Score  
 Star denotes a gap of 1.0 or greater between the Team Leader score and the Team Member Average Score

	Team Average	Percent Agree	Percent Disagree	Strongly Disagree	Strongly Agree
Meetings tend to be efficient.	3.3	40%	10%	1 2 3 4 5	
There is a high degree of trust and psychological safety on this team.	3.1	40%	30%	1 2 3 4 5	
We are agile and respond to change well.	2.9	10%	20%	1 2 3 4 5	
We make good decisions.	2.5	10%	60%	1 2 3 4 5	
We are a high performing team.	2.4	10%	60%	1 2 3 4 5	
Meetings tend to be effective.	2.1	0%	80%	1 2 3 4 5	

Note 1: Scores are on a 5-point scale (1 is Strongly Disagree and 5 is Strongly Agree)

Note 2: The Team Average includes all Team Members and Team Leader; Team Member Average Score excludes the Team Leader score

Note 3: Percent Agree is based on scores of "4" or "5"; Percent Disagree is based on scores of "1" or "2"

# Team Assembly Dashboard



- (Average 4.0 or greater) or (Percent Agree of 60% or greater)
- (Average of 2.9 or less) or (Percent Disagree of 40% or greater)

- Team Leader Score
- Team Member Average Score
- Star denotes a gap of 1.0 or greater between the Team Leader score and the Team Member Average Score

	Team Average	Percent Agree	Percent Disagree	Strongly Disagree	Strongly Agree
Roles and responsibilities are clearly defined.	3.6		10%		
Our team is the right size and consists of the right roles.	3.5		20%		
Our team is diverse.	3.3	50%	20%		
We have the resources we need to do our work as a team.	3.2	50%	30%		
Incentives and goals promote teamwork.	3.2	40%	20%		
The purpose of the team is clear.	3.2	50%	30%		



Note 1: Scores are on a 5-point scale (1 is Strongly Disagree and 5 is Strongly Agree)




Note 2: The Team Average includes all Team Members and Team Leader; Team Member Average Score excludes the Team Leader score


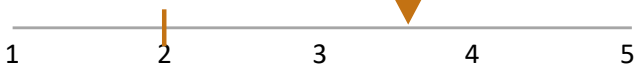
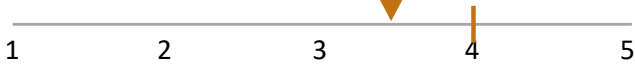





Note 3: Percent Agree is based on scores of "4" or "5"; Percent Disagree is based on scores of "1" or "2"

# Team Alignment Dashboard



-  (Average 4.0 or greater) or (Percent Agree of 60% or greater)
-  (Average of 2.9 or less) or (Percent Disagree of 40% or greater)

-  Team Leader Score
-  Team Member Average Score
-  Star denotes a gap of 1.0 or greater between the Team Leader score and the Team Member Average Score

	Team Average	Percent Agree	Percent Disagree	Strongly Disagree	Strongly Agree
We show commitment to decisions made.	3.6	50%	10%		
We are unified around a clear and compelling vision.	3.4	50%	20%		
We put the team first above individual agendas.	3.4	40%	10%		
Short-term priorities and goals are understood.	3.0	40%	40%		
We understand and are aligned about our strategy.	3.0	20%	20%		
The work this team should do or not do is clear.		30%			



Note 1: Scores are on a 5-point scale (1 is Strongly Disagree and 5 is Strongly Agree)




Note 2: The Team Average includes all Team Members and Team Leader; Team Member Average Score excludes the Team Leader score


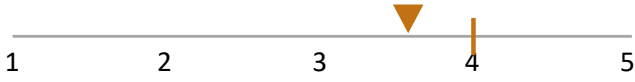
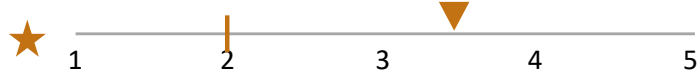


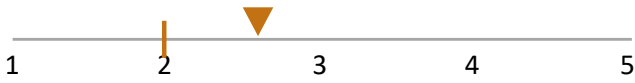


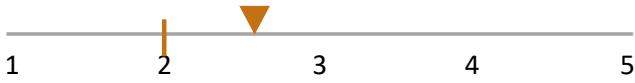


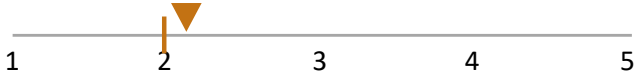


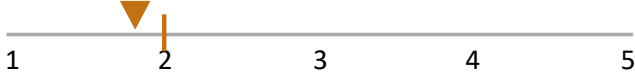
Note 3: Percent Agree is based on scores of "4" or "5"; Percent Disagree is based on scores of "1" or "2"

# Meeting Processes Dashboard



 (Average 4.0 or greater) or (Percent Agree of 60% or greater)  
 (Average of 2.9 or less) or (Percent Disagree of 40% or greater)

 Team Leader Score     Team Member Average Score  
 Star denotes a gap of 1.0 or greater between the Team Leader score and the Team Member Average Score

	Team Average	Percent Agree	Percent Disagree	Strongly Disagree	Strongly Agree
We assign someone to guide and manage segments of meetings.	3.6		20%		
We meet often enough to do the work of this team.	3.2	40%	20%		
We use pre-read materials for important topics.		10%			
We effectively track action items and decisions made.		30%			
We use agendas skillfully for our meetings on the most important things.		0%			
We have an effective decision-making process.		0%			

Note 1: Scores are on a 5-point scale (1 is Strongly Disagree and 5 is Strongly Agree)

Note 2: The Team Average includes all Team Members and Team Leader; Team Member Average Score excludes the Team Leader score

Note 3: Percent Agree is based on scores of "4" or "5"; Percent Disagree is based on scores of "1" or "2"

# Team Dynamics Dashboard

## Group Dynamics



- (Average 4.0 or greater) or (Percent Agree of 60% or greater)
- (Average of 2.9 or less) or (Percent Disagree of 40% or greater)

- | Team Leader Score
- ▼ Team Member Average Score
- ★ Star denotes a gap of 1.0 or greater between the Team Leader score and the Team Member Average Score

	Team Average	Percent Agree	Percent Disagree	Strongly Disagree	Strongly Agree
It is easy to express contrary views in meetings.	3.3	40%	20%	1 2 3 4 5	
We challenge each other in meetings.	3.3	40%	20%	1 2 3 4 5	
We are free of conflicts that are unproductive and damaging to the group dynamic.	3.1	40%	30%	1 2 3 4 5	
We reflect upon and learn from our mistakes.	3.0	40%	40%	★ 1 2 3 4 5	
Everyone engages enough in conversations, and no one is sidelined.	2.8	20%	40%	★ 1 2 3 4 5	
We are skilled at confronting and improving dysfunctional group dynamics.	2.7	20%	50%	★ 1 2 3 4 5	

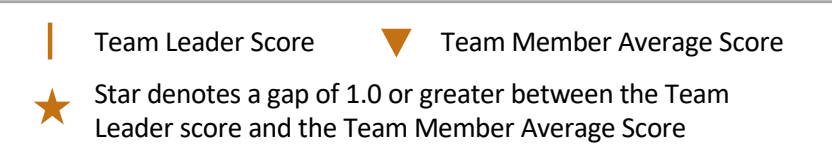
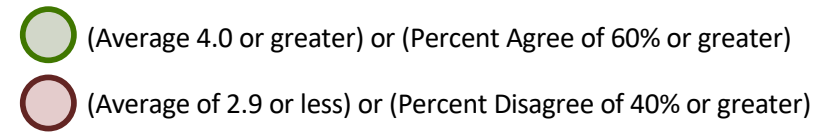
Note 1: Scores are on a 5-point scale (1 is Strongly Disagree and 5 is Strongly Agree)

Note 2: The Team Average includes all Team Members and Team Leader; Team Member Average Score excludes the Team Leader score

Note 3: Percent Agree is based on scores of "4" or "5"; Percent Disagree is based on scores of "1" or "2"

# Team Dynamics Dashboard

## Interpersonal Dynamics



	Team Average	Percent Agree	Percent Disagree	Strongly Disagree	Strongly Agree
We cooperate and collaborate well with each other.	3.5		20%		
We support each other.	3.3	40%	10%		
We hold each other accountable for keeping commitments.	3.0	40%	40%		
We take risks and are vulnerable with each other.		20%			
We treat each other with respect.		30%			
We give each other behavioral feedback.		0%			

Note 1: Scores are on a 5-point scale (1 is Strongly Disagree and 5 is Strongly Agree)

Note 2: The Team Average includes all Team Members and Team Leader; Team Member Average Score excludes the Team Leader score

Note 3: Percent Agree is based on scores of "4" or "5"; Percent Disagree is based on scores of "1" or "2"

# Tools for Team Coaching

# Meeting Processes Coaching

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## Improve your decision-making process

The decision-making process is one of several factors that impact overall decision quality. A poor decision-making process makes it very hard to consistently make effective and efficient decisions. Since decisions are at the heart of team functioning, it is crucial to improve in this vital area.

One of the best practices for improving your decision-making process is to make explicit and transparent aspects of the decision process. At a minimum, it is useful to clarify who is the individual responsible for driving the proposal or idea through the decision process. It is important to specify who is the decider or the approver. If there are two deciders, it is important to work out how they will share power to make the call. If individuals need to be consulted, this assignment should be made clear as well. Either before or after the decision, individuals who need to be informed about the decision should be clarified.

Another best practice is being transparent about how the decision will be made. The leader should be clear whether the decision will be made unilaterally, with consultative input, democratically, or by consensus. The best teams will use these types flexibly while being transparent before the conversation about how the decision will be made. This allows team members to reset their expectations, which will increase their satisfaction and allow them to contribute better.

Another problem that often causes low scores on the decision-making process item is when a team leader uses a hub-and-spoke approach. This is very common and has a strong negative effect on team member satisfaction. If this is happening, carefully consider whether the benefits of hub-and-spoke exceed the costs. Can you relinquish more control and still get a good outcome?

# Team Effectiveness Coaching

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## Improve the effectiveness of your meetings

Improving your meeting effectiveness begins with looking at how you are doing on the Meeting Processes items and the Team Dynamics items. Where is the concentration of the lower scores? Is there a pattern? If so, focus there. If you have low scores on each, then focus on both areas.

When you look at the low scoring items, does this seem to explain the problems with meeting effectiveness? This is a good question to ask the team. Why did they rate that item low? Getting an honest conversation going is a pivotal first step towards improving.

The nice thing about scoring poorly on a lot of Meeting Processes items is that you can set an intention and execute on most of these items. Since these are processes, you can make the process change and then all it takes is strict discipline in order to execute. This is in contrast with Team Dynamics items, which require individuals to change their behavior. This requires attention, and people can only work on a few items at a time.

If the root cause of your poor meeting effectiveness rests in the Team Dynamics area, the first step is getting the team to discuss the findings. Getting them to speak openly about the dynamics has to happen before progress can be made.

The end game for a discussion of the Team Dynamics items is a team-level commitment to a small number of behavioral norms. These should be documented and referenced at the start of each meeting until the behavior has stuck. The team should periodically reflect about how they are doing against the commitments.

# Team Effectiveness Coaching

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## Become a higher performing team

Although you may be disappointed about scoring low on this item, the good news is that you are already doing something about it. The most important initial step to overhauling a team is identifying what is working and not working so you have a plan for improving. What matters most is not your initial team assessment score but rather how much the team score improves over time. The scores are an approximation of reality. If you have low scores, it is because your team has real problems. Have the courage to lead the team through this challenge.

You are now at a critical crossroads. Do you share the assessment results with your team? While you may feel a bit battered and bruised, it is essential to making real progress that you share and discuss the findings with the team. You need to really dig in to surface what people are seeing and how they are feeling.

When the team disagrees that this is a high performing team, it is common for a lot of other items to score on the low side. It is normal to feel overwhelmed when reviewing the findings. The key is to examine the results in a methodical way and sequence the items in a way that is actionable. Pick the items for development that you and the team think will result in the biggest impact. Keep working at it and you will improve over time. Measuring your progress periodically will help you track the gains and where you need to continue to place attention.

When the team strongly disagrees that the team is high performing, it often means that sustained developmental work will be needed to improve. Making steady progress on a few items at a time will likely yield a better result than trying to improve immediately on ten items.

# Team Effectiveness Coaching

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## Make better decisions

Making better decisions is one of the most important priorities for complex teams. If you are scoring low in this area, it is crucial that you address the root causes and make progress. A few factors can contribute to poor decision making.

First, the decision-making process is broken. A good decision-making process makes clear who is driving the process, who is the decision-maker, and how the decision will be made. While this can be tacit or explicit, if you have a problem here it is helpful to make explicit the process so it can be improved upon.

Second, the dialogue quality is low. The team needs to be a safe enough environment for everyone with important content to feel willing and able to speak up. Any unresolved conflict can either shut people down or consume air-time. The nuance of dialogue is how individual contributions impact the development of the idea. A discussion heavy on advocacy and light on inquiry is likely to result in a lesser quality decision than if the dialogue conditions were reversed. A discussion where people do not feel safe to provide challenge or opposition will likely lead to suboptimal decisions as well.

Third, meeting processes are underdeveloped. In order to maximize the contributions of all team members, pre-read materials circulated with sufficient time for review is a must. To make the most of the pre-read, framing questions should be provided to focus attention on what matters most. Sufficient time should be allotted on the agenda for the item to be thoroughly discussed.

While it is possible that the business intelligence of one or more team members could be the cause of poor-quality decisions, in our experience the causes most often are a combination of a broken decision-making process, low quality dialogue, or underdeveloped meeting processes.

# Team Alignment Coaching

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## Clarify the work the team should and should not do

While it would seem that the work of the team would be obvious, in practice it is sometimes not the case. Clarifying what work the team should and should not do is important because this should be the screening mechanism about what gets on the agenda. All too often, topics get on the agenda that the team should not be discussing.

With the team, brainstorm the list of topics that constitute the work of the team. As you do this, reflect about the topics that have made the agenda over the last 30-90 days. Does the list match the work the team has been doing?

Defining the work the team should not do is important because it clarifies where the team ends and where the next team begins. To define the work the team should not do, it is important to look up, across, and down. The definition need not be overly prescribed with a long list. The boundary just needs to be understood by the team.

Improving in this area begins with an inquiry of the team. Ask the team where the fuzziness lies around the work the team should and should not do. Build together a list of work the team should do and a list of work the team should not do.

Be sure to inquire about a longer time frame as well. There may be work for the team that only occurs once a year, like a risk assessment. Ensuring that all timeframes are included will result in a team that is better aligned.

# Meeting Processes Coaching

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## Use agendas skillfully to focus meetings on the most important topics

Showing up for a meeting that either has no agenda or has a poorly designed one invites an ineffective or inefficient meeting. You are bringing together a number of people and an agenda aligns people for the meeting. You need a plan for the meeting to go well.

Designing and promulgating a good agenda often requires team member input. This takes a bit of process and time, even if it is as simple as a Slack message to the team channel two nights before the meeting. The key is to surface the urgent and important topics. Either the team leader or their delegate should then analyze the inputs to draft the agenda.

For an agenda to be most effective, there needs to be a careful measurement of the amount of time for each agenda item. We see all the time agendas that are jammed with topics that inevitably consume too much time. In these cases, either the team gets frustrated because the team is moving through agenda items too fast or items get pushed to another meeting, which can often have negative effects due to timing.

The best agendas have framing questions for each item. These take some thought to work. Ideally, these framing questions are part of the agenda and go out in advance so people can prepare. Framing questions make it easier for team members to monitor whether the team is on topic.

While it is not necessary to use agendas for short meetings like daily standups, for meetings where you need to debate and decide on important matters, taking the time to draft a well thought out agenda can set the stage for an effective and efficient meeting.

# Team Dynamics Coaching

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## Install behavioral feedback into the team's culture

At first blush, team members often think that they give each other feedback. Most of the time that feedback is about progress on projects or performance against goals. What is less common in teams is the giving and receiving of behavioral feedback.

Behavioral feedback happens between two or more individuals with the intention to improve the working relationship or the team's dynamics. Behavioral feedback works because we often have blind spots, and the feedback can raise our awareness about the unintended and unproductive impact of our actions.

While most people actually appreciate behavioral feedback, we act as if people loathe it. One of the things that teams can do is make giving and receiving feedback a team norm, which the team agrees that to give and receive feedback in the service of helping the team.

One of the ways to create a team culture of giving and receiving feedback is to conduct an exercise that we call "Speed Feedback". Each person gives feedback about two things you are doing well and one suggestion for improvement in a structured round of 4-5 minutes. Each team members gives and receives feedback from everyone on the team. Because of the 2:1 ratio of positive to suggestive feedback, people tend to have an overwhelmingly positive experience with the exercise.

While people often focus more on the giving of feedback, the receiving of feedback is equally important. If the receiver is defensive, the giver will choose to pass next time. It takes practice to learn to listen when receiving feedback, which is needed to install feedback into the team's culture.