



Together

Directors ♦ Managers ♦ Professionals ♦ Sales ♦ Administrators ♦ All staff

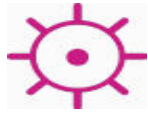


# TOGETHER

The Team Survey Questionnaire

Report

## TOGETHER Report



Team Name: **MAJOR ACCOUNTS**

Number of respondents: **10**

Date: **5 August 2008**

### Guidelines on the use of the "Together" Report

This report consists of **two sections**.

#### SECTION ONE: TEAM PROFILE

**The first section** presents **MEAN** scores (shown as yellow) for the group on each of the 12 scales. This is supplemented by an indication of the **RANGE** of responses (shown as blue). For the **MEAN** scores (yellow), facilitators should note the following interpretive guidelines:

- ◆ Scores of **1 or 10** suggest that the overall team view is **EXTREMELY** like the scale description.
- ◆ Scores of **2 or 9** suggest that the overall team view is **VERY** like the scale description.
- ◆ Scores of **3 or 8** suggest that the overall team view is **QUITE** like the scale description.
- ◆ Scores of **4 or 7** suggest that the overall team view is **FAIRLY** like the scale description.
- ◆ Scores of **5 or 6** are **TYPICAL** for teams generally.
- ◆ Decimals have been rounded to the nearest whole number.

The **RANGE** of responses (blue) is important since it provides an indication of the degree of agreement between team members. The narrower the range, the more likely it is that team members share the same view.

#### SECTION TWO: SCALE DISTRIBUTIONS

**The second section** provides a detailed breakdown of the actual (anonymous) responses. This breakdown allows facilitators to see graphically how each of the respondents rated the team on each of the 12 scales.



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## TOGETHER Report



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### LEADERSHIP

STENS 1 2 3 4 5 6 7 8 9 10

AVERAGE		1	2	3	4	5	6	7	8	9	10	
7	Uncertain about role. Unsure what responsibilities are. Ambiguity about nature and purpose of job.	•	•	•	•	•	•	•	•	•	•	<b>Role clarity</b> Clear understanding of role. Knows what is expected/required. Lack of ambiguity about purpose of job.
RANGE												
4-9												
AVERAGE												
2	May feel overlooked or not listened to. Poor communication with team leader.	•	•	•	•	•	•	•	•	•	•	<b>Communication</b> Sound upward communication. Open, candid dealings.
RANGE												
1-3												
AVERAGE												
4	Decision making is top down. Team members uninformed. Directive rather than consultative style.	•	•	•	•	•	•	•	•	•	•	<b>Decision making</b> Feels involved in decision making processes. Democratic teamworking. Consultative decision making style.
RANGE												
3-5												
AVERAGE												
9	Under resourced. May lack the necessary tools, people, time etc to get the job done.	•	•	•	•	•	•	•	•	•	•	<b>Resources</b> Provided with the right resources (time, materials, people etc) to do the job.
RANGE												
7-10												

## LEADERSHIP

The team's results for Leadership are mixed. On the one hand, there appears to be a fair degree of clarity about roles, although the range of scores suggest that some people lack some understanding of what is expected of them. There also appears to be a high degree of satisfaction with the level of support in terms of resources.

On the other hand, the team seems to be less happy with the style of communication and decision making process. The low average score on communication suggests that the team leader may need to be more open and willing to listen to others, and the fairly low score on decision making implies that team members do not feel involved.

**Overall, these results suggest that while the physical needs of the team are being met, there is a requirement for the development of a more consultative, involving management style.**



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## TOGETHER Report

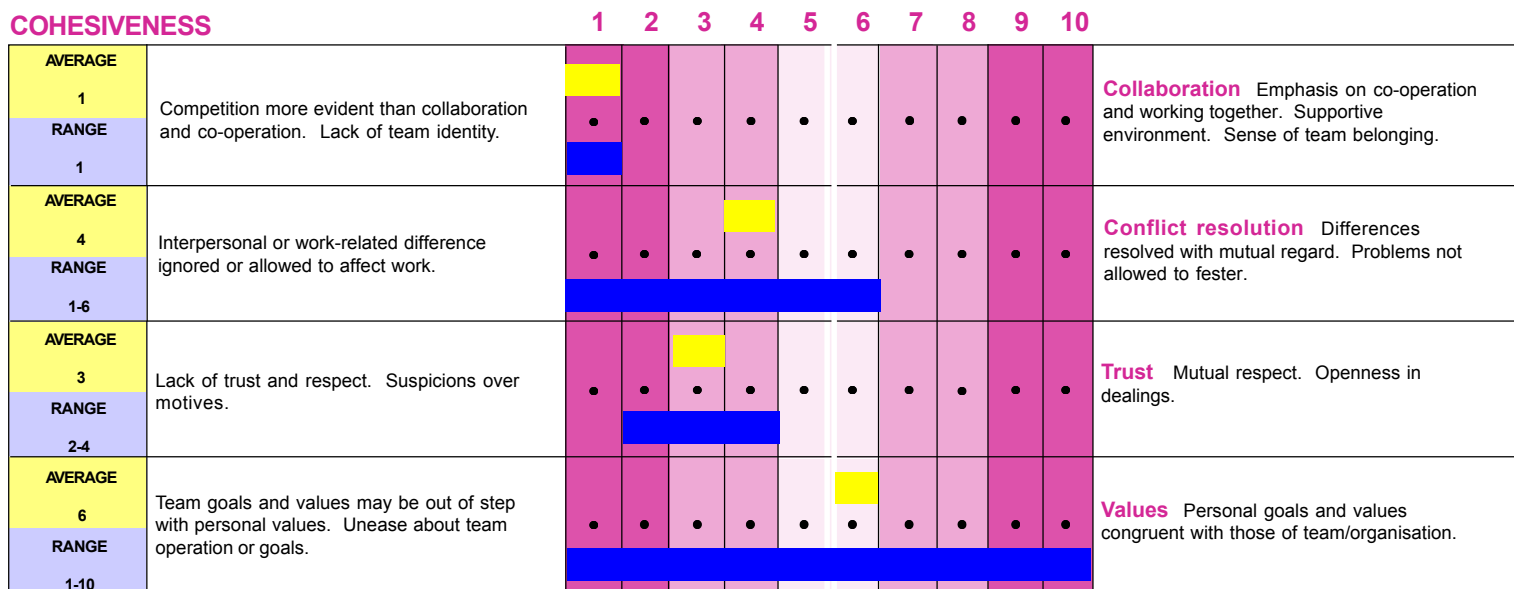


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### COHESIVENESS




### COHESIVENESS

The team's results for Cohesiveness are an area for concern. Every team member rated Collaboration as extremely low. Clearly there is a lack of identification with the team and its members. It is likely that each team member sees themselves as being in competition with each other. This is an issue that needs to be addressed swiftly.

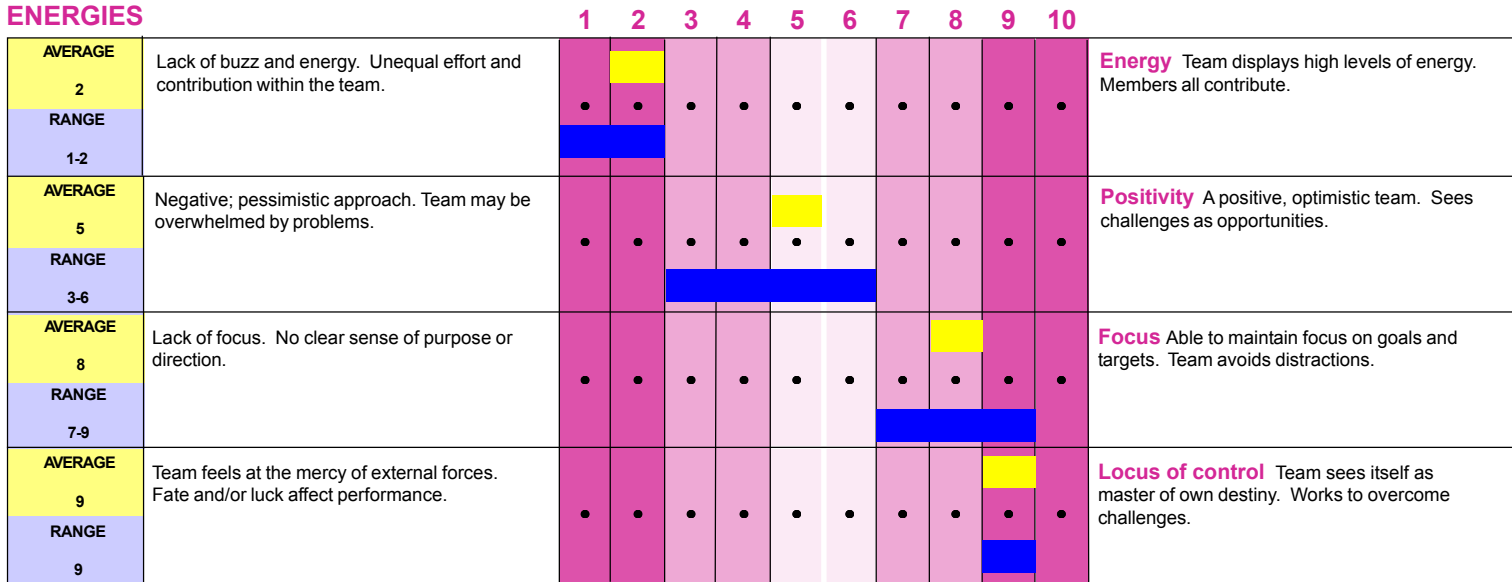
At the same time, there is quite a low degree of trust between co-workers as well as a feeling that conflicts are not adequately addressed.

In terms of Values, there is a wide range of responses. Some team members appear to relate quite well to the organisation's objectives, whilst others are unhappy with the goals and objectives that they work to.

**Overall, these results suggest that the team lacks cohesion, trust and a shared sense of values. It is likely that the team is under-performing as a result and that there is a high degree of dissatisfaction. This is an area of priority for immediate action.**

<h2 style="margin: 0;">TOGETHER Report</h2> 	<p>Team Name: <b>MAJOR ACCOUNTS</b></p> <hr/> <p>Number of respondents: <b>10</b></p> <hr/> <p>Date: <b>5 August 2008</b></p> <hr/>
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**ENERGIES**



## ENERGIES

The team's results for Energies are again mixed. The team is clearly lacking in energy and the tightness of the range of scores suggests that this is pretty much universally felt by the team. On the other hand, there is some positivity evident, although this is not felt by all.

More optimistically, there is quite a degree of focus on goals (echoing perhaps the Role Clarity scores in the leadership section), and the team does appear to feel that it can control its own future.

**Overall, these results confirm that there is a need to address interpersonal and motivational concerns whilst recognising that there are some positive aspects to the team that need to be harnessed and built upon.**

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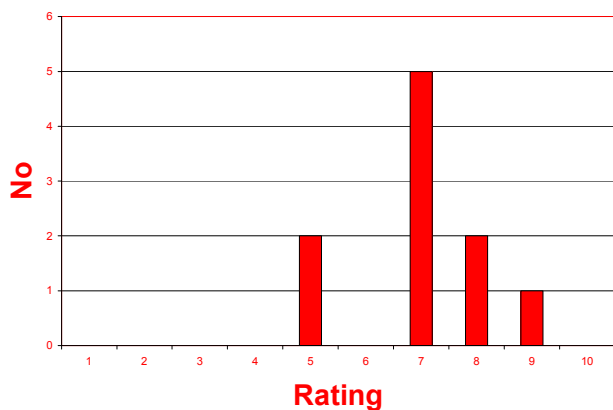


Team Name: **MAJOR ACCOUNTS**

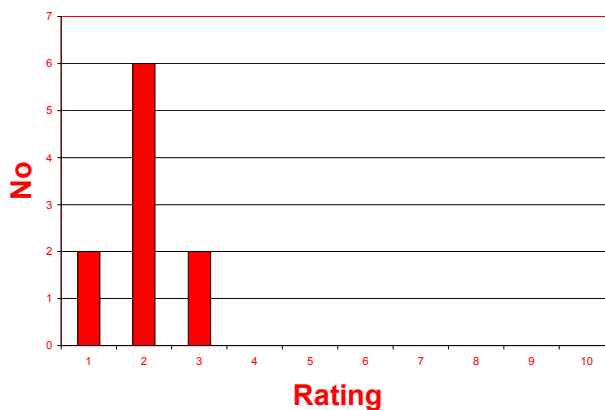
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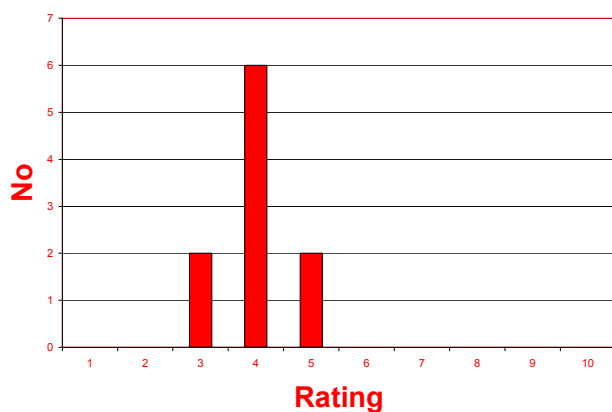
**Role Clarity**



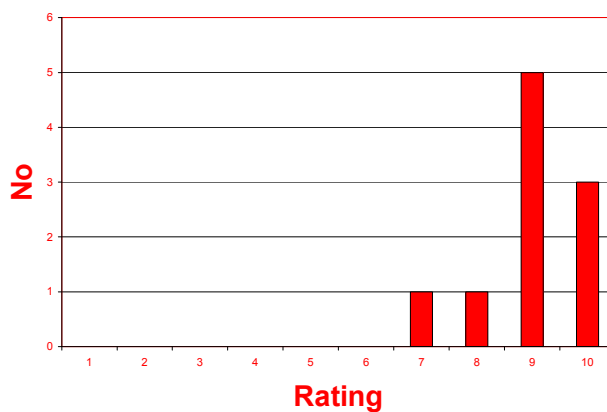
**Communication**



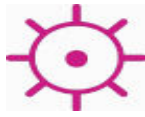
**Decision Making**



**Resources**



# TOGETHER Report

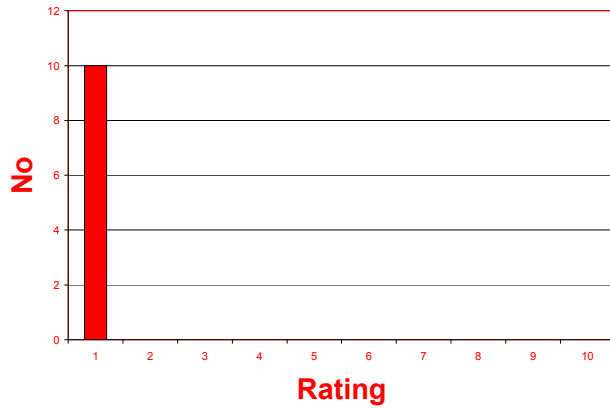


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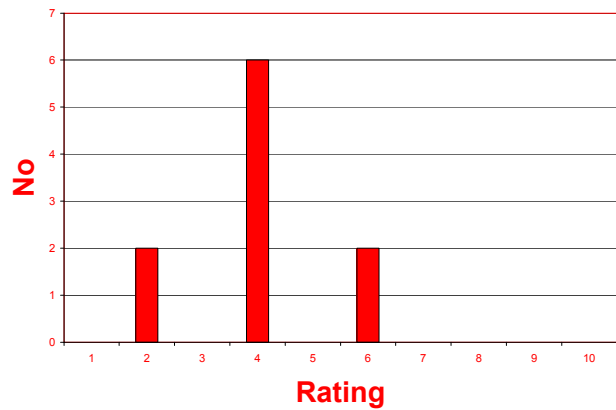
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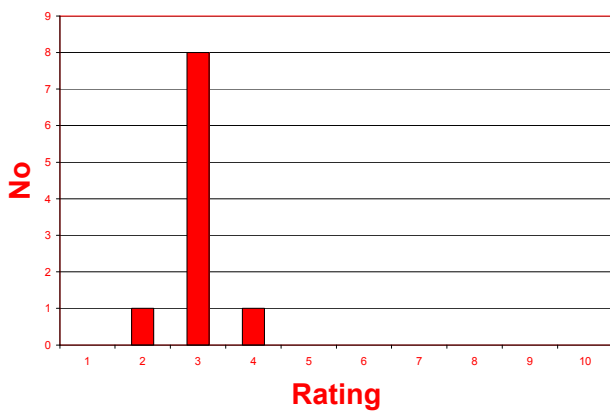
**Collaboration**



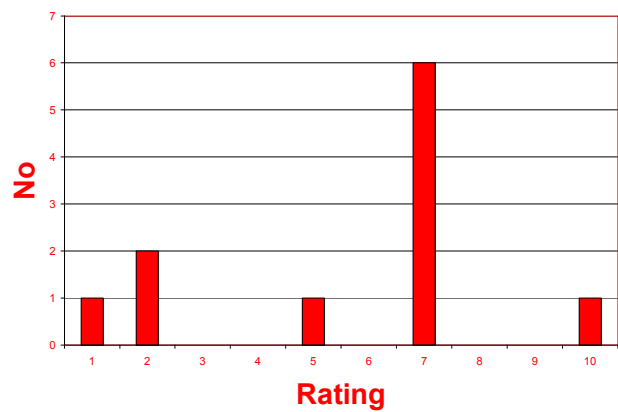
**Conflict Resolution**



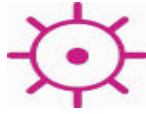
**Trust**



**Values**



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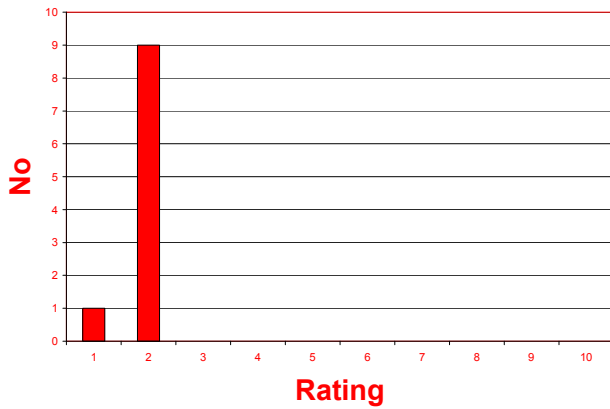


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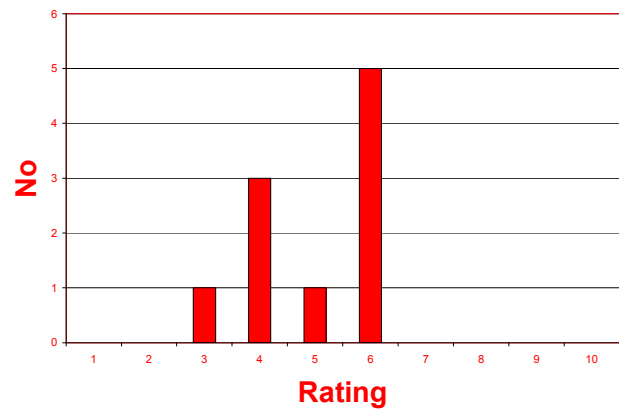
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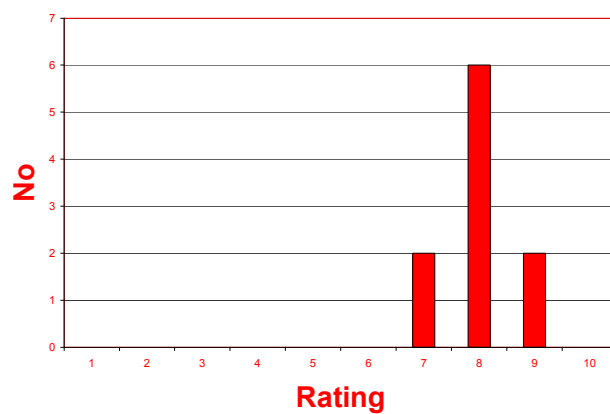
### Energy



### Positivity



### Focus



### Locus of Control

