



Team Diagnostic Indicator

Natural Workshop Team

30 March 2017

About this Report **3**

Team Member's Consensus
Rating Scale
Return Rate
The Five TDI Dimensions

Summary **5**

Your Overall Performance
Rater Category Averages
 Satisfaction
 Process
 Creativity
 Responsiveness
 Task
Highest and Lowest Ratings
 Five Highest Ratings
 Five Lowest Ratings
Areas for Development

Individual Ratings & Comments **13**

Ratings
 Individual Team Members Ratings
 Individual Ratings
Individual Comments

Team Member's Consensus

The largest category of raters in the TDI will naturally be the team members and so it may be of interest to see the extent to which this group rated similarly or differently to each other. In the matrix therefore, we have indicated how close the team member's scores are to each other by labelling each statement as 'high', 'medium' or 'low' consensus. So, for example, if each and every team member rates a statement with a 3 then the consensus label for that statement will be 'high'. If some rate a statement with a 2, others with a 4 and others with a 6, then there would be 'low' consensus for that statement. We provide this information so that you can begin to explore the areas that you tend to agree and those that you see quite differently. Please bear in mind however, that people do use rating scales in different ways and the aim of the report is to generate discussion rather than to 'prove' a point.

Rating Scale

As a reminder, the TDI is based on the following scale:

n/a	Not Applicable
1	Not at all
2	To a small extent
3	To some extent
4	To an adequate extent
5	To a large extent
6	To a very large extent

Return Rate

This particular TDI report is based on returns from the following:

More Senior Manager	1
Other Stake-holder	1
Customer	1
Supplier	1
Team Member	6
Team Leader	1
Total Responses	11

The Five TDI Dimensions

Satisfaction

In addition to all the systems, processes and structures that can make a difference to a team's effectiveness, there are some things that are very 'human' in nature, reflecting the fact that we are social beings. Pride, energy, trust, going the 'extra mile', feeling included, feeling valued for the work you put in – all of these are part of the TDI's Satisfaction dimension. Large scale research into group performance highlights the important role they play in the dynamics of high performing teams.

Process

In some ways this cluster might be seen as getting some of the 'basics' right. Experience and research tells us however, that when people get immersed into a task, they can lose sight of some of the core processes that are required to enable a *team* to perform more effectively than simply a group of individuals. Handling conflict, decision-making, running effective meetings, the flow of communication, the ability of the team members to speak openly about their thoughts and feelings all play a crucial role.

Creativity

Most teams are engaged in the business of problem solving and implementing solutions – in other words, creative activity. The TDI's Creativity dimension provides feedback on the extent to which your team is effective in challenging itself, at balancing the big picture with the small detail, at learning from its mistakes, at celebrating its successes at being radical enough when it needs to be.

Responsiveness

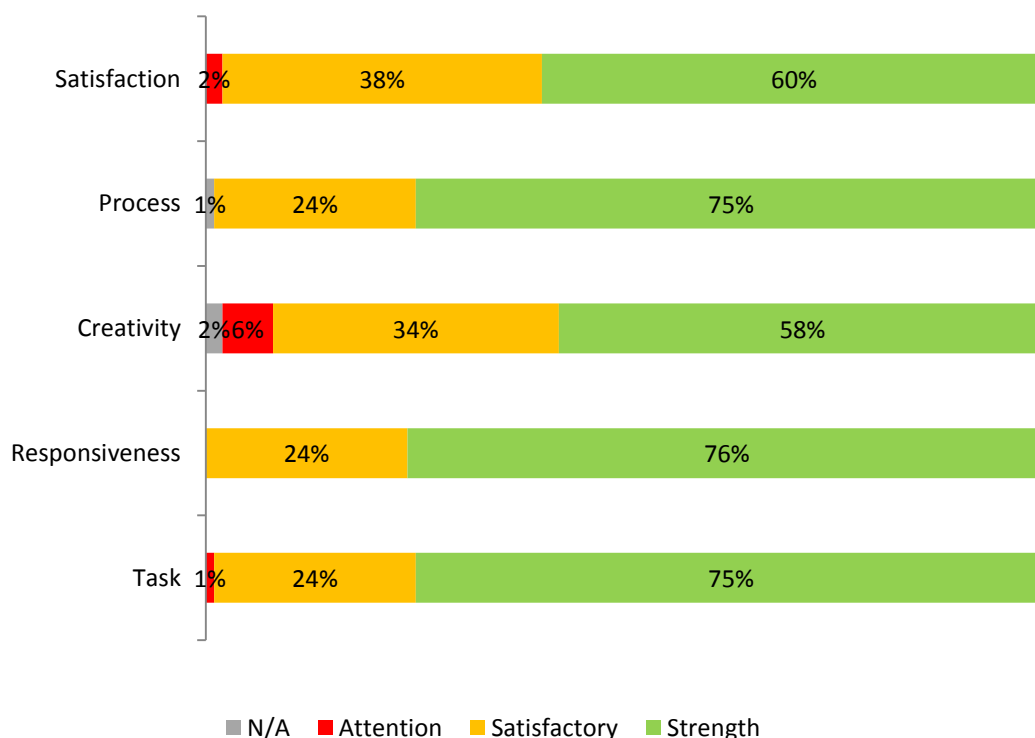
All too often, and particularly when under pressure, teams can become inwardly focussed. The ability of a team to respond appropriately to external changes and requirements is a key ingredient in high performance and so the TDI encourages you and your stakeholders to reflect on your ability to focus on your customers, to adapt to change, to respond quickly enough, to welcome feedback from external sources and of course, to deliver results to them.

Task

There is an old saying that teaches us that in the absence of a clear path – any road will do. The Task dimension provides feedback on the extent to which you believe you have clear direction, are aligned around common goals, have clear roles and responsibilities, address the issues which take you away from your goals and receive feedback on how well you are progressing on the journey.

Your Overall Performance

To give you an overview, this chart shows you the proportion of scores that were areas for attention (1 and 2 on the rating scale), satisfactory (3 and 4), strengths (5 and 6) and includes self ratings. From page 6 onwards of this report you will be able to see how this has been compiled.

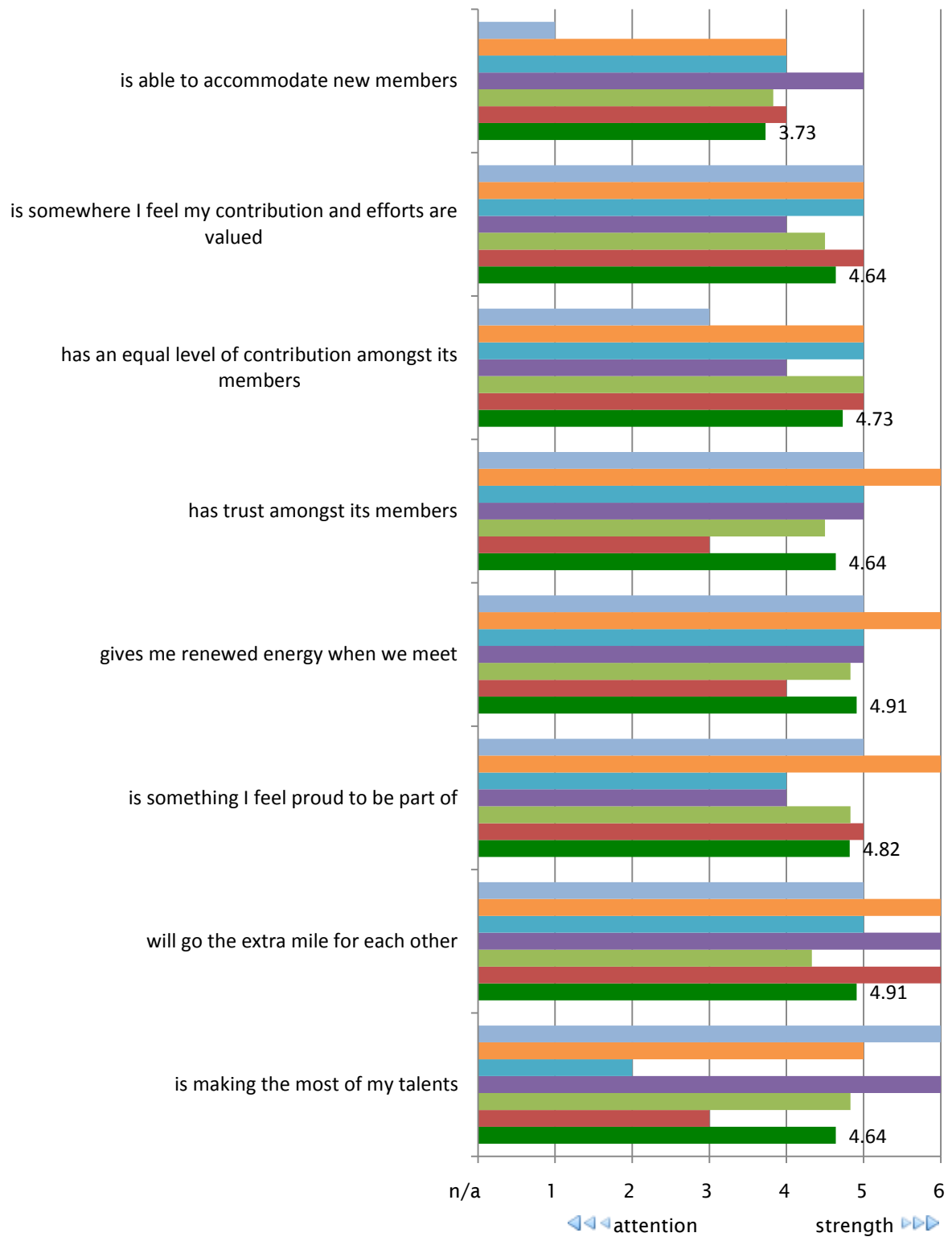


Rater Category Averages

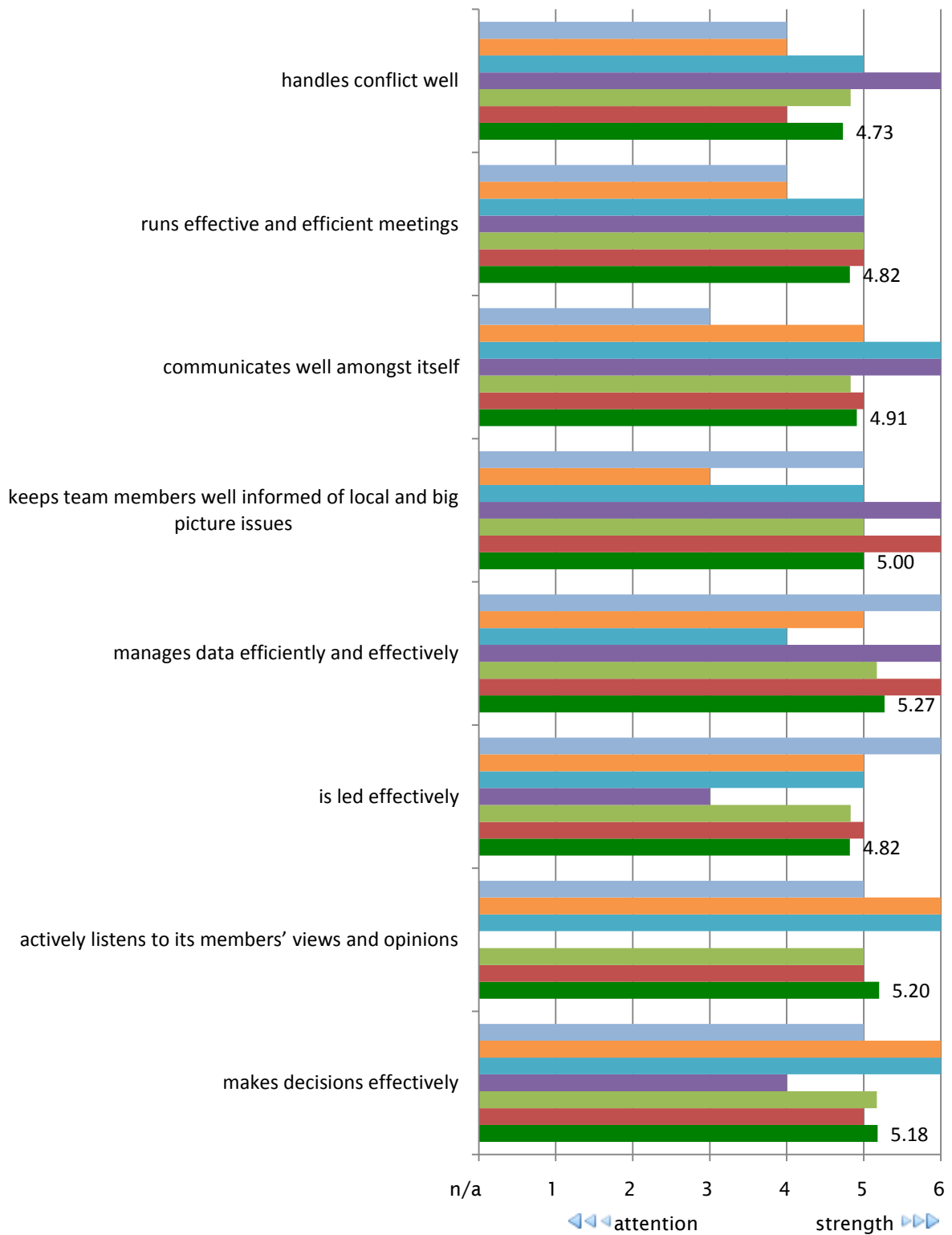
This table shows you, on average, how you were rated by the different categories of raters (e.g. your Team Members, Other Stake-holders).

	More Senior Manager	Other Stakeholder	Customer	Supplier	Team Member	Team Leader	Average
Satisfaction	4.38	5.38	4.38	4.88	4.58	4.38	4.63
Process	4.75	4.75	5.25	5.14	4.98	5.13	4.99
Creativity	3.38	4.13	5.00	4.88	4.63	4.75	4.53
Responsiveness	5.63	5.13	5.50	5.63	4.92	4.38	5.07
Task	4.25	4.50	5.13	5.00	4.98	5.25	4.91

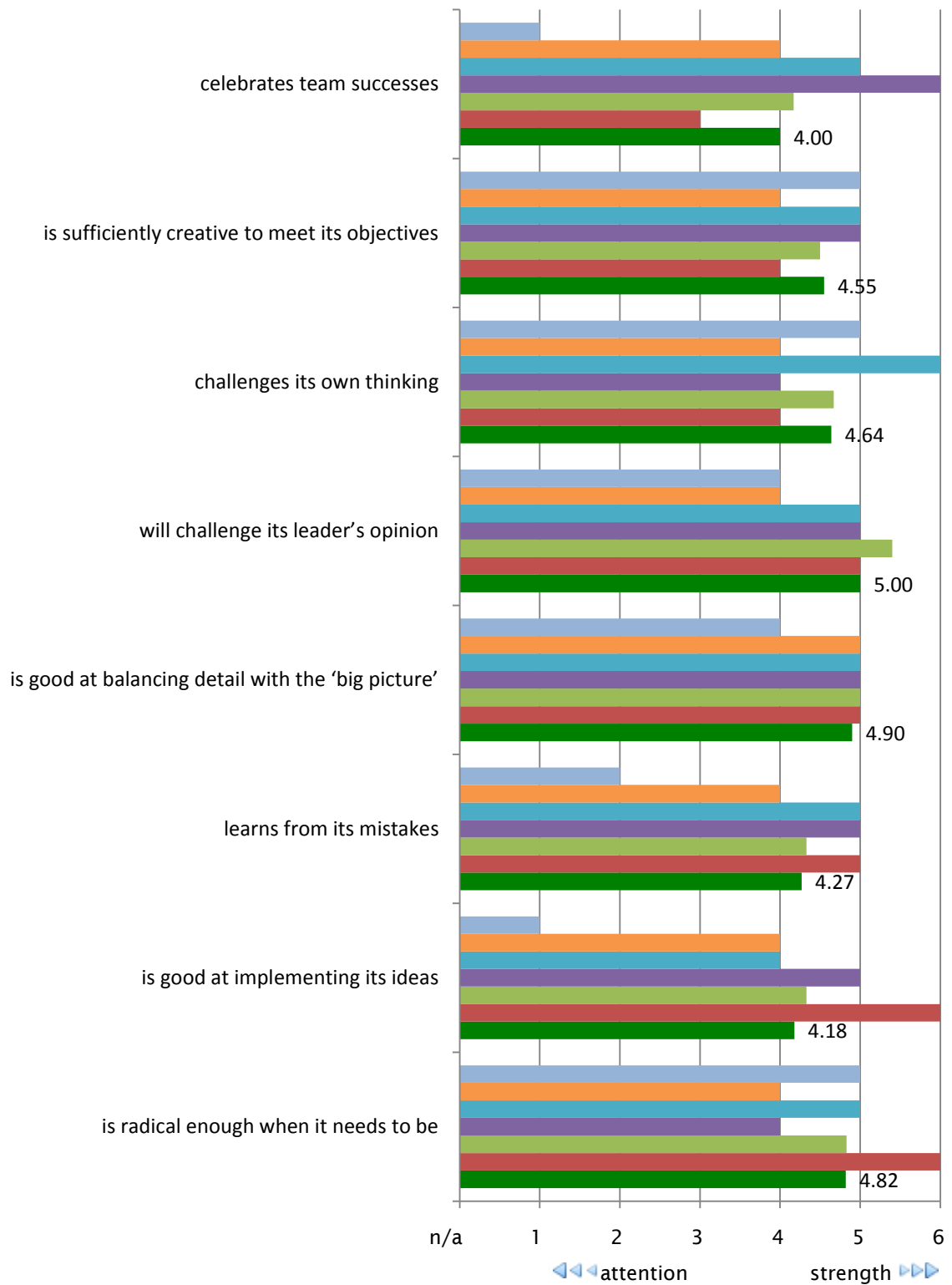
Satisfaction



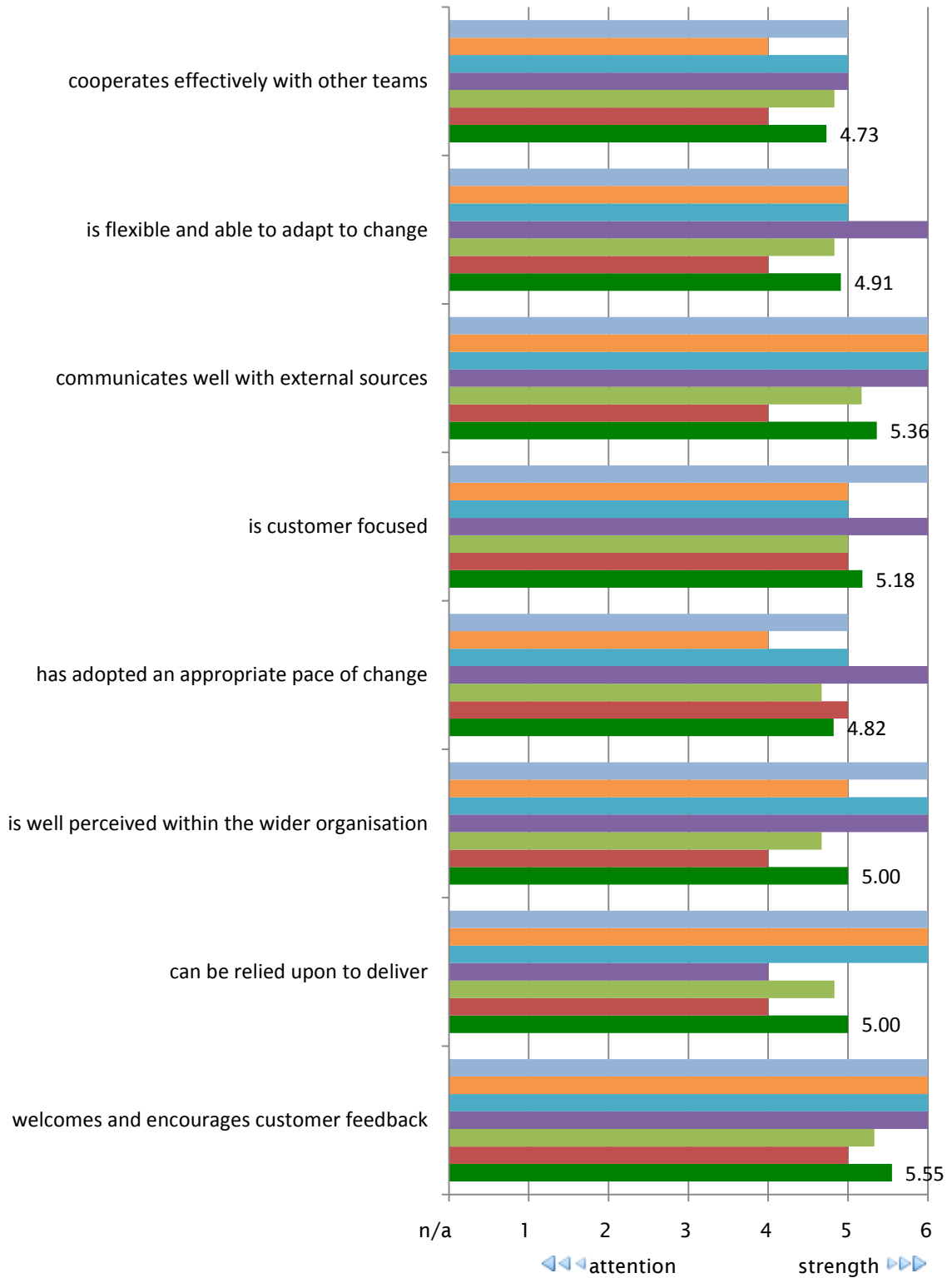
Process



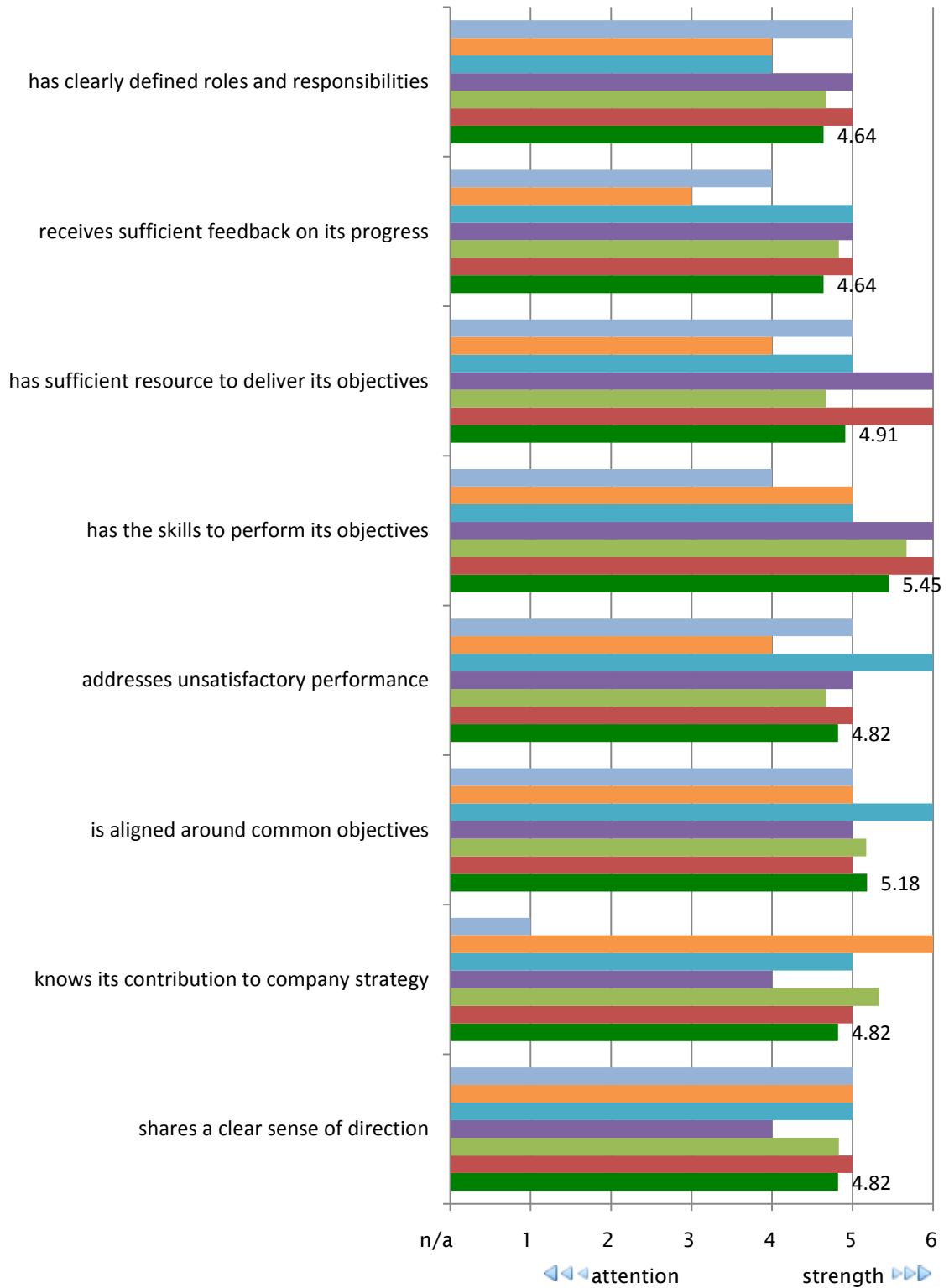
Creativity



Responsiveness



Task



Highest and Lowest Ratings

An analysis of the results also identifies those dimension statements that have achieved the highest scores, and those that have elicited the lowest. This enables you to see easily what the team regards as their strongest points, and those that require attention.

Five Highest Ratings

Dimension	Description	Average
Responsiveness	welcomes and encourages customer feedback	5.55
Task	has the skills to perform its objectives	5.45
Responsiveness	communicates well with external sources	5.36
Process	manages data efficiently and effectively	5.27
Process	actively listens to its members' views and opinions	5.20

Five Lowest Ratings

Dimension	Description	Average
Satisfaction	is able to accommodate new members	3.73
Creativity	celebrates team successes	4.00
Creativity	is good at implementing its ideas	4.18
Creativity	learns from its mistakes	4.27
Creativity	is sufficiently creative to meet its objectives	4.55

Areas for Development

Those completing the Team Diagnostic Indicator were given the opportunity to identify up to five statements which they thought were an area for further development for this team.

The summary below shows the areas identified by two or more people (total number shown in the 'count' column).

Dimension	Description	Count
Creativity	is good at implementing its ideas	2
Process	is led effectively	2
Satisfaction	is somewhere I feel my contribution and efforts are valued	2
Satisfaction	is making the most of my talents	2
Satisfaction	is able to accommodate new members	2
Satisfaction	has trust amongst its members	2
Satisfaction	has an equal level of contribution amongst its members	2
Satisfaction	gives me renewed energy when we meet	2

Ratings

Individual Team Members Ratings

The Matrixes on pages 13 - 17 show ratings from only the Team Members.

Development areas are highlighted in two ways. If the dimension statement itself is highlighted in blue this means that at least two Team Members have chosen this statement to be an area of development. If the score is highlighted in blue with a yellow background then you can see which Team Member has chosen this statement as a development area. We have also indicated how close all the Team Member's scores are to each other by labelling each statement as 'high', 'medium' or 'low' consensus.

	Highest	Lowest	Average	Consensus	Mary Member	Mike Member	Terry Team	Tina Team	Tom Team	Tricia Team	Anne Example
is able to accommodate new members	5	3	3.86	medium	3	4	4	4	3	5	4
is somewhere I feel my contribution and efforts are valued	6	3	4.57	medium	3	5	4	5	4	6	5
has an equal level of contribution amongst its members	6	4	5.00	medium	4	5	4	6	5	6	5
has trust amongst its members	5	3	4.29	medium	4	4	4	5	5	5	3
gives me renewed energy when we meet	6	4	4.71	medium	4	5	4	5	6	5	4
is something I feel proud to be part of	6	3	4.86	medium	3	6	4	5	5	6	5
will go the extra mile for each other	6	3	4.57	medium	3	5	4	5	5	4	6
is making the most of my talents	6	3	4.57	medium	4	5	4	5	5	6	3

Ratings (cont)

	Highest	Lowest	Average	Consensus	Mary Member	Mike Member	Terry Team	Tina Team	Tom Team	Tricia Team	Anne Example
Process											
handles conflict well	6	4	4.71	medium	6	5	5	5	4	4	4
runs effective and efficient meetings	5	5	5.00	high	5	5	5	5	5	5	5
communicates well amongst itself	6	3	4.86	medium	3	4	5	6	5	6	5
keeps team members well informed of local and big picture issues	6	4	5.14	medium	4	6	5	6	4	5	6
manages data efficiently and effectively	6	5	5.29	high	5	5	5	6	5	5	6
is led effectively	5	4	4.86	high	4	5	5	5	5	5	5
actively listens to its members' views and opinions	6	3	5.00	low	3	6	5	6	6	4	5
makes decisions effectively	6	4	5.14	medium	4	6	5	6	6	4	5

Ratings (cont)

Creativity

- celebrates team successes
- is sufficiently creative to meet its objectives
- challenges its own thinking
- will challenge its leader’s opinion
- is good at balancing detail with the ‘big picture’
- learns from its mistakes
- is good at implementing its ideas**
- is radical enough when it needs to be

	Highest	Lowest	Average	Consensus	Mary Member	Mike Member	Terry Team	Tina Team	Tom Team	Tricia Team	Anne Example
celebrates team successes	5	3	4.00	medium	4	3	3	5	5	5	3
is sufficiently creative to meet its objectives	6	3	4.43	low	3	4	3	5	6	6	4
challenges its own thinking	6	2	4.57	low	4	5	2	6	5	6	4
will challenge its leader’s opinion	6	5	5.33	high	5	6	5	5	5	6	5
is good at balancing detail with the ‘big picture’	6	4	5.00	high	4	5	5	5	6	5	5
learns from its mistakes	6	3	4.43	medium	3	4	4	4	5	6	5
is good at implementing its ideas	6	3	4.57	medium	4	3	5	5	5	4	6
is radical enough when it needs to be	6	2	5.00	low	5	2	5	6	5	6	6

Ratings (cont)

	Highest	Lowest	Average	Consensus	Mary Member	Mike Member	Terry Team	Tina Team	Tom Team	Tricia Team	Anne Example
Responsiveness											
cooperates effectively with other teams	6	3	4.71	low	3	6	5	6	4	5	4
is flexible and able to adapt to change	6	4	4.71	medium	4	5	5	5	4	6	4
communicates well with external sources	6	4	5.00	medium	5	4	5	6	5	6	4
is customer focused	6	4	5.00	medium	4	5	4	6	6	5	5
has adopted an appropriate pace of change	6	3	4.71	low	3	6	3	5	5	6	5
is well perceived within the wider organisation	5	4	4.57	high	4	5	5	5	5	4	4
can be relied upon to deliver	5	4	4.71	high	5	4	5	5	5	5	4
welcomes and encourages customer feedback	6	4	5.29	medium	4	5	6	5	6	6	5

Ratings (cont)

Task

has clearly defined roles and responsibilities
 receives sufficient feedback on its progress
 has sufficient resource to deliver its objectives
 has the skills to perform its objectives
 addresses unsatisfactory performance
 is aligned around common objectives
 knows its contribution to company strategy
 shares a clear sense of direction

Highest	Lowest	Average	Consensus	Mary Member	Mike Member	Terry Team	Tina Team	Tom Team	Tricia Team	Anne Example
6	3	4.71	low	3	6	4	4	5	6	5
6	4	4.86	medium	4	5	4	5	5	6	5
6	3	4.86	medium	5	5	5	5	3	5	6
6	4	5.71	medium	4	6	6	6	6	6	6
6	3	4.71	medium	3	5	5	5	6	4	5
6	4	5.14	medium	4	5	6	5	5	6	5
6	5	5.29	high	5	6	6	5	5	5	5
6	4	4.86	medium	4	5	6	4	5	5	5

Ratings

Individual Ratings

The Matrixes on pages 18 - 22 show ratings from all reviewers.

Development areas are highlighted in two ways. If the dimension statement itself is highlighted in blue this means that at least two reviewers have chosen this statement to be an area of development. If the score is highlighted in blue with a yellow background then you can see which reviewer has chosen this statement as a development area. The “Lowest” and “Highest” ratings include ratings from all responses.

Satisfaction

- is able to accommodate new members
- is somewhere I feel my contribution and efforts are valued
- has an equal level of contribution amongst its members
- has trust amongst its members
- gives me renewed energy when we meet
- is something I feel proud to be part of
- will go the extra mile for each other
- is making the most of my talents

Highest	Anne Example	Lowest	Michael Manager	Sarah Stakeholder	Colin Customer	Simon Supplier	Mary Member	Mike Member	Terry Team	Tina Team	Tom Team	Tricia Team
5	4	1	1	4	4	5	3	4	4	4	3	5
6	5	3	5	5	5	4	3	5	4	5	4	6
6	5	3	3	5	5	4	4	5	4	6	5	6
6	3	3	5	6	5	5	4	4	4	5	5	5
6	4	4	5	6	5	5	4	5	4	5	6	5
6	5	3	5	6	4	4	3	6	4	5	5	6
6	6	3	5	6	5	6	3	5	4	5	5	4
6	3	2	6	5	2	6	4	5	4	5	5	6

Ratings (cont)

	Highest	Anne Example	Lowest	Michael Manager	Sarah Stakeholder	Colin Customer	Simon Supplier	Mary Member	Mike Member	Terry Team	Tina Team	Tom Team	Tricia Team
Process													
handles conflict well	6	4	4	4	4	5	6	6	5	5	5	4	4
runs effective and efficient meetings	5	5	4	4	4	5	5	5	5	5	5	5	5
communicates well amongst itself	6	5	3	3	5	6	6	3	4	5	6	5	6
keeps team members well informed of local and big picture issues	6	6	3	5	3	5	6	4	6	5	6	4	5
manages data efficiently and effectively	6	6	4	6	5	4	6	5	5	5	6	5	5
is led effectively	6	5	3	6	5	5	3	4	5	5	5	5	5
actively listens to its members' views and opinions	6	5	3	5	6	6		3	6	5	6	6	4
makes decisions effectively	6	5	4	5	6	6	4	4	6	5	6	6	4

Ratings (cont)

Creativity

- celebrates team successes
- is sufficiently creative to meet its objectives
- challenges its own thinking
- will challenge its leader’s opinion
- is good at balancing detail with the ‘big picture’
- learns from its mistakes
- is good at implementing its ideas**
- is radical enough when it needs to be

	Highest	Anne Example	Lowest	Michael Manager	Sarah Stakeholder	Colin Customer	Simon Supplier	Mary Member	Mike Member	Terry Team	Tina Team	Tom Team	Tricia Team
celebrates team successes	6	3	1	1	4	5	6	4	3	3	5	5	5
is sufficiently creative to meet its objectives	6	4	3	5	4	5	5	3	4	3	5	6	6
challenges its own thinking	6	4	2	5	4	6	4	4	5	2	6	5	6
will challenge its leader’s opinion	6	5	4	4	4	5	5	5	6		5	5	6
is good at balancing detail with the ‘big picture’	6	5	4	4	5	5	5	4	5		5	6	5
learns from its mistakes	6	5	2	2	4	5	5	3	4	4	4	5	6
is good at implementing its ideas	6	6	1	1	4	4	5	4	3	5	5	5	4
is radical enough when it needs to be	6	6	2	5	4	5	4	5	2	5	6	5	6

Ratings (cont)

Responsiveness

cooperates effectively with other teams
 is flexible and able to adapt to change
 communicates well with external sources
 is customer focused
 has adopted an appropriate pace of change
 is well perceived within the wider organisation
 can be relied upon to deliver
 welcomes and encourages customer feedback

Highest	Anne Example	Lowest	Michael Manager	Sarah Stakeholder	Colin Customer	Simon Supplier	Mary Member	Mike Member	Terry Team	Tina Team	Tom Team	Tricia Team
6	4	3	5	4	5	5	3	6	5	6	4	5
6	4	4	5	5	5	6	4	5	5	5	4	6
6	4	4	6	6	6	6	5	4	5	6	5	6
6	5	4	6	5	5	6	4	5	4	6	6	5
6	5	3	5	4	5	6	3	6	3	5	5	6
6	4	4	6	5	6	6	4	5	5	5	5	4
6	4	4	6	6	6	4	5	4	5	5	5	5
6	5	4	6	6	6	6	4	5	6	5	6	6

Ratings (cont)

Task

- has clearly defined roles and responsibilities
- receives sufficient feedback on its progress
- has sufficient resource to deliver its objectives
- has the skills to perform its objectives
- addresses unsatisfactory performance
- is aligned around common objectives
- knows its contribution to company strategy
- shares a clear sense of direction

	Highest	Anne Example	Lowest	Michael Manager	Sarah Stakeholder	Colin Customer	Simon Supplier	Mary Member	Mike Member	Terry Team	Tina Team	Tom Team	Tricia Team
has clearly defined roles and responsibilities	6	5	3	5	4	4	5	3	6	4	4	5	6
receives sufficient feedback on its progress	6	5	3	4	3	5	5	4	5	4	5	5	6
has sufficient resource to deliver its objectives	6	6	3	5	4	5	6	5	5	5	5	3	5
has the skills to perform its objectives	6	6	4	4	5	5	6	4	6	6	6	6	6
addresses unsatisfactory performance	6	5	3	5	4	6	5	3	5	5	5	6	4
is aligned around common objectives	6	5	4	5	5	6	5	4	5	6	5	5	6
knows its contribution to company strategy	6	5	1	1	6	5	4	5	6	6	5	5	5
shares a clear sense of direction	6	5	4	5	5	5	4	4	5	6	4	5	5

Individual Comments

As part of the Team Diagnostic Indicator, those completing the forms were encouraged to write a few comments about what they value and appreciate about your team and one thing that if the team changed would result in a definite improvement.

The team does the following well:

Michael Manager

- Extremely difficult product to deal with.
- Great knowledge collected in the team.
- Perseverance.
- High dedication.

Sarah Stakeholder

- Diligent and hard work on one of the most scientifically challenging projects.

Colin Customer

- If necessary and in emergency situations people are fully engaged and committed.

Simon Supplier

- Great support by the team.
- Most of the team members are highly motivated.

Mary Member

- Achieving most of the business objectives under resource constraints.

Mike Member

- Communicates perfectly with external stakeholders. Responsible and reliable colleagues, with whom it is a pleasure to work with and to be in the same team.

Terry Team

- Many hard-working highly-committed team members. Your contribution to our business unit's success are highly significant and highly important!

Tina Team

- It is a good climate to work in.
- Good explanations.
- Good welcome.

Tom Team

- The team is excellent in compensating issues (e.g. last minute emergency activities, suddenly occurring changes, project re-evaluations).

Tricia Team

- Team members are passionate about their work.
- Prioritisation of the key issues.

Anne Example

- It is highly appreciated that the team decided to conduct a team building exercise.

Individual Comments

In order to be more effective, this team may consider doing the following differently:

Michael Manager

- Keep the big picture in your mind.
- Escalate as necessary but rather sooner than later.

Sarah Stakeholder

- Even more pro-actively communicate problems and/or workforce needs.
- Continue to build an atmosphere of mutual trust.

Colin Customer

- Communication and collaboration between departments must be improved.

Simon Supplier

- Communicate in an open way.
- Define clear responsibilities.
- Improve the effectiveness of meetings (close the meeting if no further input is given, stop discussions which are not constructive).

Mary Member

- Prioritisation of activities, open communication, team spirit and alignment on common objectives.

Mike Member

- Cannot advise as an external stake holder, but I think this team delivers quite effectively.

Terry Team

- Define clearer ownership of tasks in some areas; sometimes the scientific experts (have to) do too much project management tasks, while already overloaded with their core tasks.
- To take over more minutes and meeting leads; please ensure 'super-well-structured' team meetings for such complex projects.

Tina Team

- Sometimes I wish there was more structure to separate small items from the big ones. Especially when you enter the project, you are overwhelmed by details and it takes time to see parts of the picture.

Tom Team

- Get more resources for comprehensive activities already obvious (work peak with a lot of parallel activities due to dossier submission).

Tricia Team

- Set realistic deadlines and then keep them.
- Share the interest for a wider range of activities performed within the team.

Anne Example

- Establishment of clear team structure with core team members and extended team members and clear roles and responsibilities for each function.

This report has been produced by ORMultiView Ltd

If there are aspects of the report that are unclear, please contact the provider directly at ORMultiView
+44 1934 714125, email enquiries@ormultiview.com