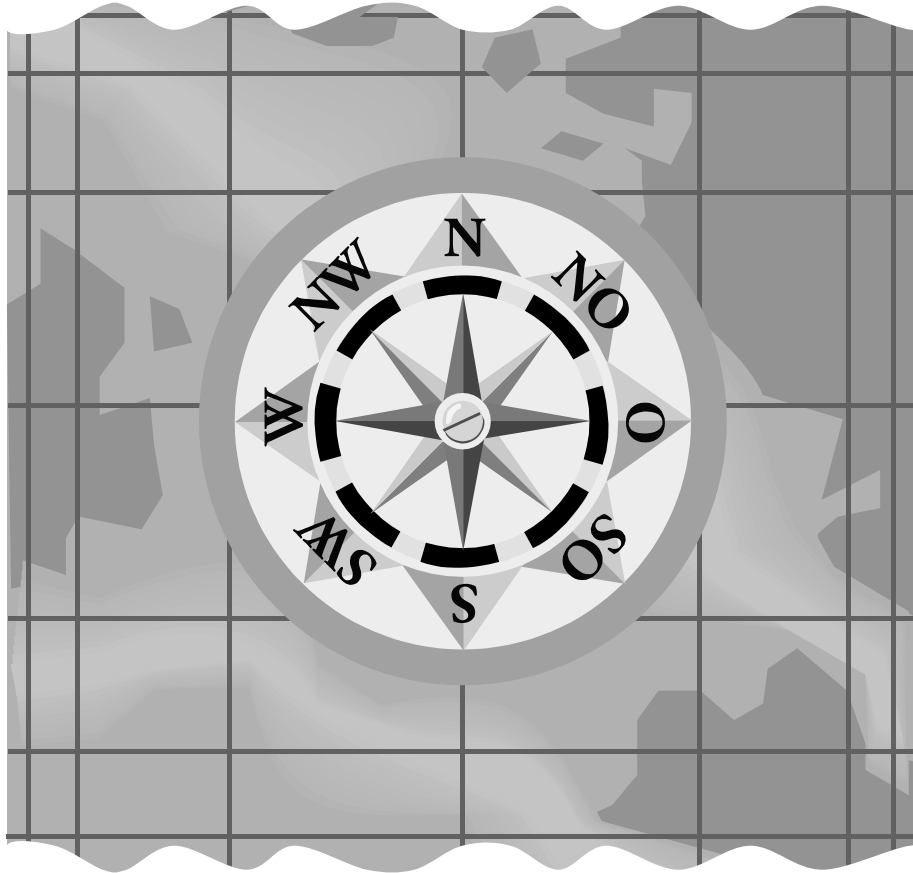


# Team Diagnostic Report



**Jeepers Creepers Ltd**

Management Team

December 2003

*Prepared by Ant Carter, Cardinal Solutions Ltd*

“Finding out where you currently are, is the first step  
to moving forward”

- Anon

# Contents

<a href="#">Contents</a> .....	2
<a href="#">Introduction</a> .....	3
<a href="#">Report Overview</a> .....	4
<a href="#">The Tuckman Model of Group Development</a> .....	5
<a href="#">Team Result</a> .....	6
<a href="#">Narrative</a> .....	7
<a href="#">Result by characteristic</a> .....	9
<a href="#">Variation report</a> .....	10
<a href="#">Characteristics restricting performance</a> .....	11
<a href="#">Team feedback</a> .....	12

## Introduction

The Team Compass is designed to provide you with a breadth of information that will enable you to diagnose the current health of your team. The report is based upon 11 key characteristics that are widely regarded as being important traits of high-performing teams.

The information in this report has been collated to help you identify those areas of team functioning that need to be further developed in order to help your team reach its full potential.

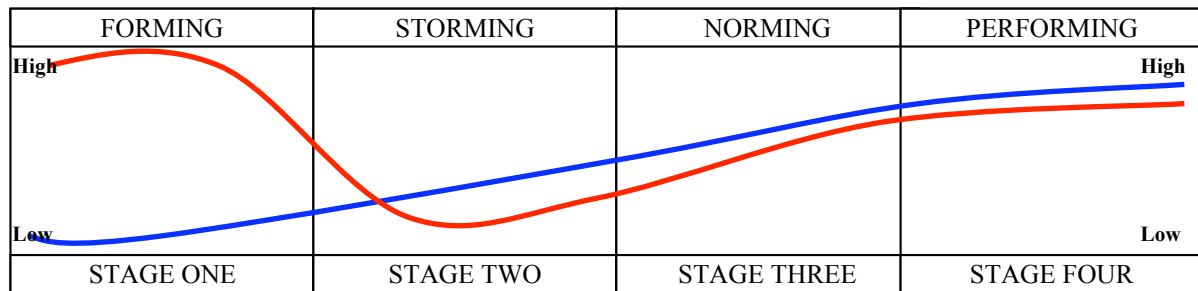
---

## Report Overview

To help you interpret the results of the TDR more easily we have provided the following summary reports:

1. **Team Result.** This radar graph enables you to easily view the overall performance of your team in each of the 11 categories. Additionally, the results are compared against the average of all teams that have participated in this report.
2. **Result by Characteristic.** This series of bar graphs depict the performance of your team by characteristic. Each characteristic has the following information:
  - a. the average response from your team,
  - b. the percentage of team members that responded for that category, and
  - c. a priority ranking of which characteristics need the most attention.
3. **Variation Report.** This useful report enables you to view the variation of responses given by your team per category. Each characteristic has the following information about the responses from your team:
  - a. the median response,
  - b. the lowest response,
  - c. the highest response,
  - d. a bar graph of all responses, and
  - e. an indication of whether the variation is significant.
4. **Characteristics Restricting Performance.** This series of pie graphs depict by category whether or not your team feels that their current performance in that area is restricting their potential. If 20% or more of the team believes that the current performance is restricting the teams potential that is deemed to be significant. Additionally, the results of each characteristic have been ranked to highlight where attention is needed first.
5. **General Feedback.** A list of general comments made by team participants as part of the Team Compass survey.

## The Tuckman Model of Group Development



— Team Productivity    — Team Climate

The analysis contained within this report is primarily based upon the research conducted by B.W. Tuckman regarding the development stages of groups. Tuckman advocated that the development of teams occurs through four sequential and predictable stages: *forming*, *storming*, *norming* and *performing*.

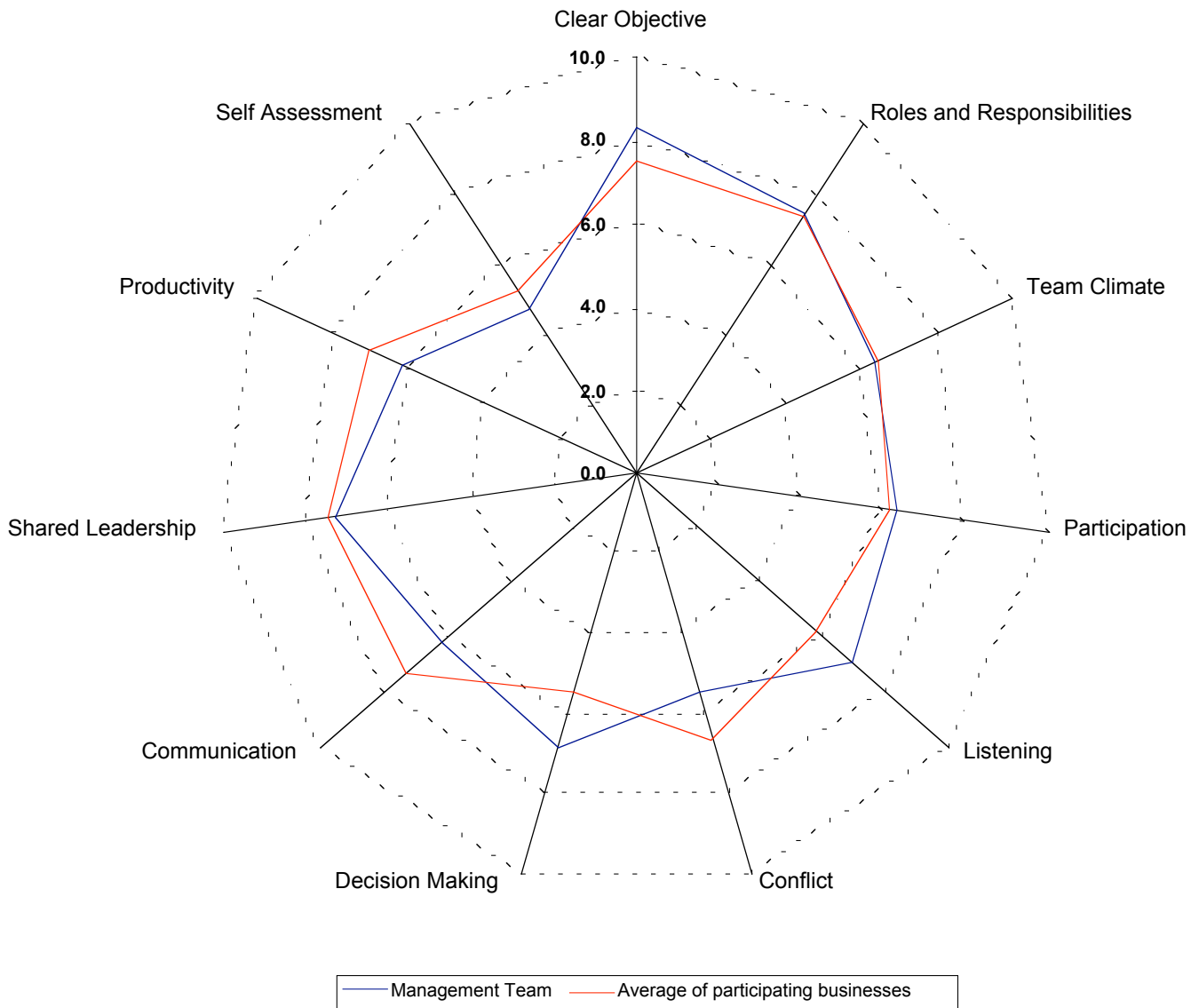
Each stage has a general theme that characterizes the predominant activity of the group at that time. The developmental nature of the model requires that the theme activities be accomplished and problems resolved at each stage before the team can progress to the next stage. The model also provides task and relationship outcomes that the leader must ensure are addressed at each stage to enable the team to evolve further.

Stage	Theme	Task Outcome	Relationship outcome
1. Forming	Awareness	Commitment	Acceptance
2. Storming	Conflict	Clarification	Belonging
3. Norming	Cooperation	Involvement	Support
4. Performing	Productivity	Achievement	Pride

This report uses the Tuckman model of group development to:

1. Rate the performance of your team against 11 key characteristics of functional teams.
2. Diagnose which stage of development your team is currently in.
3. Provide a checklist of developmental issues that should be considered if the team is to continue to evolve.

# Team Result



## Narrative

**Overview.** There are nine people in the Jeepers Creepers Ltd Management Team, however only seven questionnaires were returned. This provides a nil return rate of 22% which is significant. The results of this report should be viewed with this nil return rate in mind.

**Development Stage.** The results received from the Jeepers Creepers Ltd Management Team indicate that this team is in the throes of transition from '*storming*' to '*norming*' (team climate 6/10 and productivity 6/10). The objective of the team is understood by all, as are the roles and responsibilities of each team member. There appear to be clear issues surrounding conflict, communication and the perceived productivity of the team. These issues are likely to be impacting on the climate and participation levels within the team. These issues are typical of a team transiting from Stage 2 to Stage 3.

**Team Considerations:** In general a team that is making the transition from *storming* to *norming* should consider the following actions:

- Clarification of the big picture
- Redefinition of roles goals and the team's purpose (see note)
- Recommitment to values and norms
- Open and honest discussion on the issues affecting the team.
- Active development of creative problem solving
- Renewed focus on increasing productivity
- Recognition and celebration of successes
- Development of communication skills including listening, feedback, conflict management and problem solving

**NB:** Since there was clear agreement from all participants that the teams objective and individual roles and responsibilities were clearly understood. Spending a large amount of time with the Management Team on this area would be of minimal value

**Variation.** It is worth noting that significant variation occurred in the way team members responded to the following categories:

1. Participation. Highest score 8; lowest score 2.
2. Communication. Highest score 8; lowest score 2
3. Shared leadership. Highest score 8; lowest score 3
4. Productivity. Highest score 8; lowest score 3
5. Self assessment. Highest score 7; lowest score 3

This means that considerable difference of opinion exists within the team concerning its performance.

Questions to consider:

1. Are there any new members in the team?
2. Is the team made up of sub-teams?
3. Is the team currently experiencing significant change?
4. Are there team members who are marginalised by other members?
5. Is the team scattered across different locations

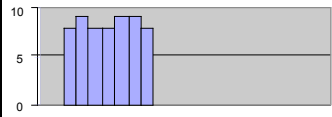
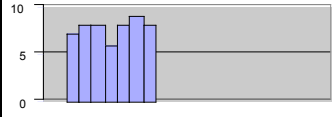
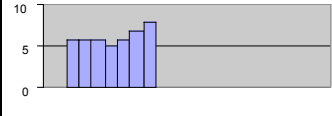
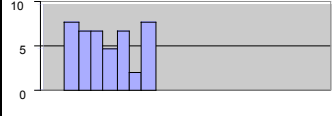
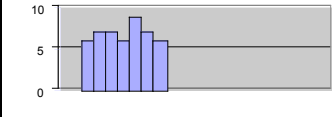
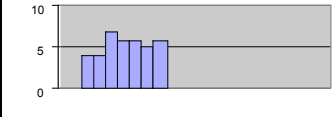
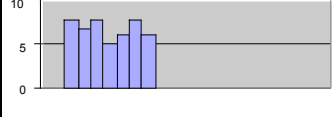
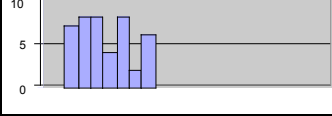
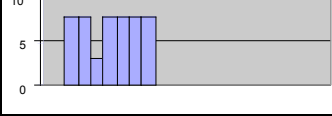
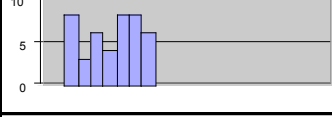
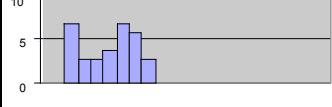
**Five lowest rated categories.** The five lowest rated categories by the Management Team were:

	Category	Average response	% of team members that responded	% of team that feel this is restricting their potential
1	Self assessment	4.7	78%	100%
2	Conflict	5.4	78%	57%
3	Communication	6.1	78%	57%
4	Productivity	6.1	78%	71%
5	Participation	6.3	78%	43%



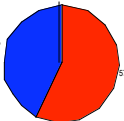
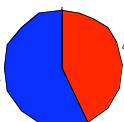

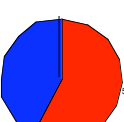
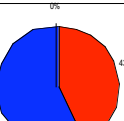
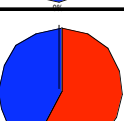
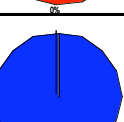
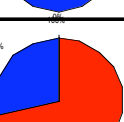
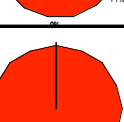
## Result by characteristic

	0	2	4	6	8	10	Response	Priority
<b>Clear Objective</b> The task or objective of the group is well understood and accepted by all group members.							78%	11
<b>Roles and Responsibilities</b> Group members are clear on what their individual roles are and how they contribute to the objectives of the group.							78%	10
<b>Team Climate</b> The atmosphere of the group tends to be relaxed. There are no obvious tensions or signs of boredom.							78%	6
<b>Participation</b> There is lots of discussion in which virtually everyone participates. Discussion remains focused on group objectives							78%	6
<b>Listening</b> Group members listen to each other. Every idea is given a hearing. Members almost never interrupt or prejudge.							78%	8
<b>Conflict</b> The group is comfortable with disagreement. Differences of opinion are valued. Conflict is always handled positively.							78%	2
<b>Decision Making</b> Most decisions are consensual. Decisions are never made without consultation with the relevant group members.							78%	8
<b>Communication</b> Group members feel free to express their feelings. There is little pussy footing around and few hidden agendas.							78%	4
<b>Shared Leadership</b> While the group has a formal leader, leadership functions shift from time to time depending on the circumstances.							78%	9
<b>Productivity</b> The output of the group is high. Quality is good and the group is always looking to achieve more.							78%	4
<b>Self Assessment</b> Periodically the group always stops to examine how well it is functioning and what may be hindering its effectiveness.							78%	1

## Variation report

	Median	Min	Max	Response	Variation	Significant
<p><b>Clear Objective</b></p> <p>The task or objective of the group is well understood and accepted by all group members.</p>	8	8	9	78%		No
<p><b>Roles and Responsibilities</b></p> <p>Group members are clear on what their individual roles are and how they contribute to the objectives of the group.</p>	8	6	9	78%		No
<p><b>Team Climate</b></p> <p>The atmosphere of the group tends to be relaxed. There are no obvious tensions or signs of boredom.</p>	6	5	8	78%		No
<p><b>Participation</b></p> <p>There is lots of discussion in which virtually everyone participates. Discussion remains focused on group objectives</p>	7	2	8	78%		Yes
<p><b>Listening</b></p> <p>Group members listen to each other. Every idea is given a hearing. Members almost never interrupt or prejudge.</p>	7	6	9	78%		No
<p><b>Conflict</b></p> <p>The group is comfortable with disagreement. Differences of opinion are valued. Conflict is handled positively.</p>	6	4	7	78%		No
<p><b>Decision Making</b></p> <p>Most decisions are consensual. Decisions are never made without consultation with the relevant group members.</p>	7	5	8	78%		No
<p><b>Communication</b></p> <p>Group members feel free to express their feelings. There is little pussy footing around and few hidden agendas.</p>	7	2	8	78%		Yes
<p><b>Shared Leadership</b></p> <p>While the group has a formal leader, leadership functions shift from time to time depending on the circumstances.</p>	8	3	8	78%		Yes
<p><b>Productivity</b></p> <p>The output of the group is high. Quality is good and the group is always looking to achieve more.</p>	6	3	8	78%		Yes
<p><b>Self Assessment</b></p> <p>Periodically the group always stops to examine how well it is functioning and what may be hindering its effectiveness.</p>	4	3	7	78%		Yes

## Characteristics restricting performance

<p><b>Clear Objective</b> The task or objective of the group is well understood and accepted by all group members.</p>	 <p> <span style="color: red;">■</span> Yes %  <span style="color: blue;">■</span> No %  <span style="border: 1px solid black; display: inline-block; width: 10px; height: 10px;"></span> Blank %         </p>	<p><b>Significant</b>  <b>Yes</b></p>	<p><b>Rank</b>  <b>7</b></p>
<p><b>Roles and Responsibilities</b> Group members are clear on what their individual roles are and how they contribute to the objectives of the group.</p>	 <p> <span style="color: red;">■</span> Yes %  <span style="color: blue;">■</span> No %  <span style="border: 1px solid black; display: inline-block; width: 10px; height: 10px;"></span> Blank %         </p>	<p><b>Yes</b></p>	<p><b>2</b></p>
<p><b>Team Climate</b> The atmosphere of the group tends to be relaxed. There are no obvious tensions or signs of boredom.</p>	 <p> <span style="color: red;">■</span> Yes %  <span style="color: blue;">■</span> No %  <span style="border: 1px solid black; display: inline-block; width: 10px; height: 10px;"></span> Blank %         </p>	<p><b>Yes</b></p>	<p><b>4</b></p>
<p><b>Participation</b> There is lots of discussion in which virtually everyone participates. Discussion remains focused on group objectives</p>	 <p> <span style="color: red;">■</span> Yes %  <span style="color: blue;">■</span> No %  <span style="border: 1px solid black; display: inline-block; width: 10px; height: 10px;"></span> Blank %         </p>	<p><b>Yes</b></p>	<p><b>7</b></p>
<p><b>Listening</b> Group members listen to each other. Every idea is given a hearing. Members almost never interrupt or prejudge.</p>	 <p> <span style="color: red;">■</span> Yes %  <span style="color: blue;">■</span> No %  <span style="border: 1px solid black; display: inline-block; width: 10px; height: 10px;"></span> Blank %         </p>	<p><b>Yes</b></p>	<p><b>10</b></p>
<p><b>Conflict</b> The group is comfortable with disagreement. Differences of opinion are valued. Conflict is handled positively.</p>	 <p> <span style="color: red;">■</span> Yes %  <span style="color: blue;">■</span> No %  <span style="border: 1px solid black; display: inline-block; width: 10px; height: 10px;"></span> Blank %         </p>	<p><b>Yes</b></p>	<p><b>4</b></p>
<p><b>Decision Making</b> Most decisions are consensual. Decisions are never made without consultation with the relevant group members.</p>	 <p> <span style="color: red;">■</span> Yes %  <span style="color: blue;">■</span> No %  <span style="border: 1px solid black; display: inline-block; width: 10px; height: 10px;"></span> Blank %         </p>	<p><b>Yes</b></p>	<p><b>7</b></p>
<p><b>Communication</b> Group members feel free to express their feelings. There is little pussy footing around and few hidden agendas.</p>	 <p> <span style="color: red;">■</span> Yes %  <span style="color: blue;">■</span> No %  <span style="border: 1px solid black; display: inline-block; width: 10px; height: 10px;"></span> Blank %         </p>	<p><b>Yes</b></p>	<p><b>4</b></p>
<p><b>Shared Leadership</b> While the group has a formal leader, leadership functions shift from time to time depending on the circumstances.</p>	 <p> <span style="color: red;">■</span> Yes %  <span style="color: blue;">■</span> No %  <span style="border: 1px solid black; display: inline-block; width: 10px; height: 10px;"></span> Blank %         </p>	<p><b>No</b></p>	<p><b>11</b></p>
<p><b>Productivity</b> The output of the group is high. Quality is good and the group is always looking to achieve more.</p>	 <p> <span style="color: red;">■</span> Yes %  <span style="color: blue;">■</span> No %  <span style="border: 1px solid black; display: inline-block; width: 10px; height: 10px;"></span> Blank %         </p>	<p><b>Yes</b></p>	<p><b>2</b></p>
<p><b>Self Assessment</b> Periodically the group always stops to examine how well it is functioning and what may be hindering its effectiveness.</p>	 <p> <span style="color: red;">■</span> Yes %  <span style="color: blue;">■</span> No %  <span style="border: 1px solid black; display: inline-block; width: 10px; height: 10px;"></span> Blank %         </p>	<p><b>Yes</b></p>	<p><b>1</b></p>

## Team feedback

The following feedback was received from the team regarding the current performance of the management team:

- We have three avenues of performance; NZ, UK and Aus. Most of my focus day to day is Aus. Most influence on the group is in NZ, by key individuals. When completing this form my assessment of the group is generally “NZ centric”. I believe the general assessment of the answers would vary notably from the NZ group to the Aus and UK groups. This is not a criticism or complement to either group more an assessment that there are costs and benefits of different levels of accountable management, and experience of group members.
- Currently I believe that some working practices are hindering productivity. Better systems need to be put in place to ensure more efficient workflow and fairness to all team members.
- There is an excess workload on some members of the team which is resulting in some jobs/projects/quotes being done inadequately or not at all.
- I believe that some team members are restricted in their preparedness to contribute! Although through monthly meetings, work flow sessions, there are opportunities to offer suggestions, criticize, or to table their creative ideas, there is an atmosphere of restriction that has only one advantage – the meetings are completed quickly!
- Reports that take considerable time and effort to collate often receive no comment at all? Lack of constructive criticism may result from the close working relationships that exist, however one or two good ideas can create significant additional profits for the company.
- There are problems achieving the overall objective of the team due to high workloads and not enough staff/installers to complete the jobs.