



## Team Success Profile

For teams to deliver consistently high performance, they need to pay constant attention to three critical aspects — task, process and climate.



At the *Task* level, we are concerned that the team and each of its members are clear about what has to be achieved and why

In *Process*, we are interested in how efficiently and effectively the team plans, solves problems, reaches decisions, monitors progress and runs meetings.

For *Climate*, we look at how energised the team are and the levels of challenge and support needed for high performance.

For each of the three areas, there are underlying processes and behaviours that drive success, as listed below:

### Task

- Vision & Purpose
- Roles & Responsibilities
- Objectives
- Task commitment

### Process

- Problem Solving & Improvement
- Decision Making
- Planning & Co-ordinating
- Managing meetings

### Climate

- Trust
- Energy
- Valuing differences
- Empowerment

The Team Success Profile is designed to gather feedback on a team's strengths and areas for improvement in each of these underlying areas. Responses are based on personal observations of how a respondent's own team works.

This typically takes about 10 minutes to complete.



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## Team Success Profile

For each statement, decide which of the answers on the following scale best applies.

If you have no evidence on which to rate an item, indicate this with an "N" — No evidence / Not applicable.

Strongly disagree	=	1
Disagree	=	2
Tend to disagree	=	3
Tend to Agree	=	4
Agree	=	5
Strongly agree	=	6

### Vision & Purpose

1	We talk enthusiastically of our vision	
2	Our overall vision is challenging and exciting	
3	We have a clear, shared sense of purpose	
4	Work is more than work, it really means something to us	
5	We have a clear picture of what we are trying to achieve	

### Roles & Responsibilities

6	All team members have clearly defined roles and responsibilities	
7	The team has a clear understanding of how we contribute to business priorities	
8	Our team has the leadership we need to accomplish our goals	
9	We have the necessary skills to fulfill our roles	
10	There is no duplication of effort in the team	

### Objectives

11	We have SMART objectives	
12	We understand how our objectives align with business goals	
13	We regularly review and update team objectives	
14	There are clearly understood measures of success for our team	
15	We all are working to achieve the same objectives	

### Task Commitment

16	We demonstrate commitment to delivering results	
17	We carry decisions through to successful implementation	
18	The team takes collective responsibility for the achievement of team projects	
19	We consistently meet deadlines	
20	We don't make excuses for non-delivery	

### Problem Solving & Improvement

21	The team regularly suggests ideas for improvement	
22	We are encouraged to be creative and innovative	
23	We are careful to identify solutions that address the real causes of problems	
24	We use participative problem solving techniques to identify and evaluate options	
25	Team members are open to new ideas and willing to learn from mistakes	



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Strongly disagree	=	1
Disagree	=	2
Tend to disagree	=	3
Tend to Agree	=	4
Agree	=	5
Strongly agree	=	6

### Decision Making

26 We are effective in reaching decisions by consensus	
27 There is genuine consultation and participation of people in key decisions	
28 Differences of opinion are used to improve the quality of decisions	
29 We delegate as much decision-making authority as possible	
30 We take decisions in a timely and effective manner	

### Planning & Co-ordinating

31 We break projects down into clear steps and milestones	
32 We agree ownership of tasks and actions	
33 We ensure that we have stakeholder commitment to our plans before proceeding	
34 We report regularly on progress towards milestones	
35 Our project plans are updated in response to business changes	

### Managing Meetings

36 We all come to our team meetings well-prepared	
37 Our meetings last about the right length of time	
38 Our meetings result in clear decisions and actions	
39 Our meetings follow an effective structure and process	
40 We have honest and fruitful debates at our meetings	

### Trust

41 We are sensitive to each other's needs and feelings	
42 We don't disparage each other outside the team	
43 We sometimes spend time together socially getting to know each other as people	
44 We have good questioning and listening skills	
45 We actively offer support to each other	

### Energy

46 There is a sense of positive energy in the team.	
47 We challenge each other frequently in our debates	
48 The team has fun at work	
49 We build self-confidence in each other	
50 We all enthusiastically participate in team meetings	



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## Team Success Profile

### Valuing differences

For each statement, decide which of the answers on the following scale best applies.

If you have no evidence on which to rate an item, indicate this with an "N" — No evidence / Not applicable.

51 We use the diverse skills and experiences in the team well	
52 We encourage different perspectives and counter-arguments	
53 Work is allocated in the team according to individual strengths, values & preferences	
54 We have a good mix of different styles and personalities	
55 We don't criticise people just because they are different	

- Strongly disagree = 1
- Disagree = 2
- Tend to disagree = 3
- Tend to Agree = 4
- Agree = 5
- Strongly agree = 6

### Empowerment

56 Team members accept responsibility for their actions	
57 We take risks in order to achieve the right outcome	
58 We can choose our own approaches to work	
59 Each team member is clear on their decision-making authority	
60 We have access to the help we need to deliver our objectives	

### SUPPORTING COMMENTS

If you could change one thing to make the team work even better what would it be?

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Please add any additional comments you have on how the team is working together.

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