



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 |
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| 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?

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



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