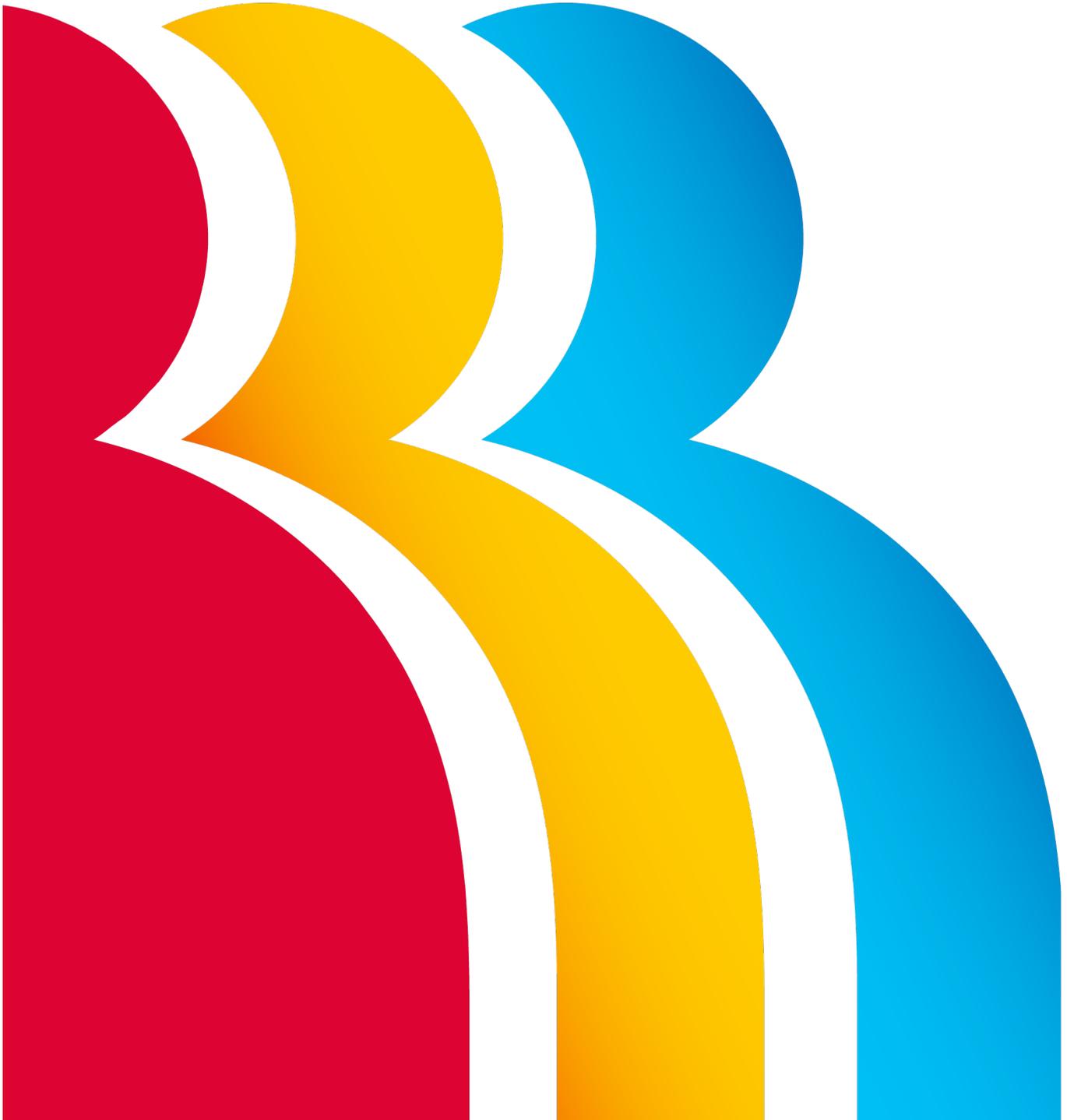


# High Performing Team Assessment



Sample Corp Executive Team

September 2016



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# Sample Corp

## Reading and Interpreting this Report

The feedback in this report provides a valuable opportunity to understand your team's strengths and opportunities.

To get the maximum benefit, track the themes and trends that are repeated as you read through the report. These will represent your strengths and your opportunities to improve as a team.

The High Performing Team assessment is based on the PBC High Performing Team model, which comprises the following key components: Performance and Culture. Each component consists of six themes. Performance consists of strategy, innovation, accountability, leading change, results, and collaboration. Culture consists of trust, professional conflict, meeting effectiveness, emotional intelligence, resilience and communication.

### PERFORMANCE

- Strategy
- Innovation
- Accountability
- Leading Change
- Results
- Collaboration

**High Performing Team**

### CULTURE

- Trust
- Professional Conflict
- Meeting Effectiveness
- Emotional Intelligence
- Resilience
- Communication

## Team Title

**Executive Team**

## Team Score

**82%**

## Benchmark Average

**68%**

## No. of Respondents

**8**

## Scoring System

The rating scale ranges from one to ten (1 to 10), with 10 being high. The rating scale is anchored as follows:

1	Completely Disagree
2	Strongly Disagree
3	Disagree
4	Moderately Disagree
5	Slightly Disagree
6	Slightly Agree
7	Moderately Agree
8	Agree
9	Strongly Agree
10	Completely Agree
N/A	Not Applicable/Not Observed

# Overall Item Ratings

The High Performing Team Assessment includes 60 items rated on a scale of 1 to 10 (see the rating scale on previous page). The table below lists the items in descending order. Read through them to identify any common themes among the highest and lowest rated items (from most highly endorsed to the least endorsed).

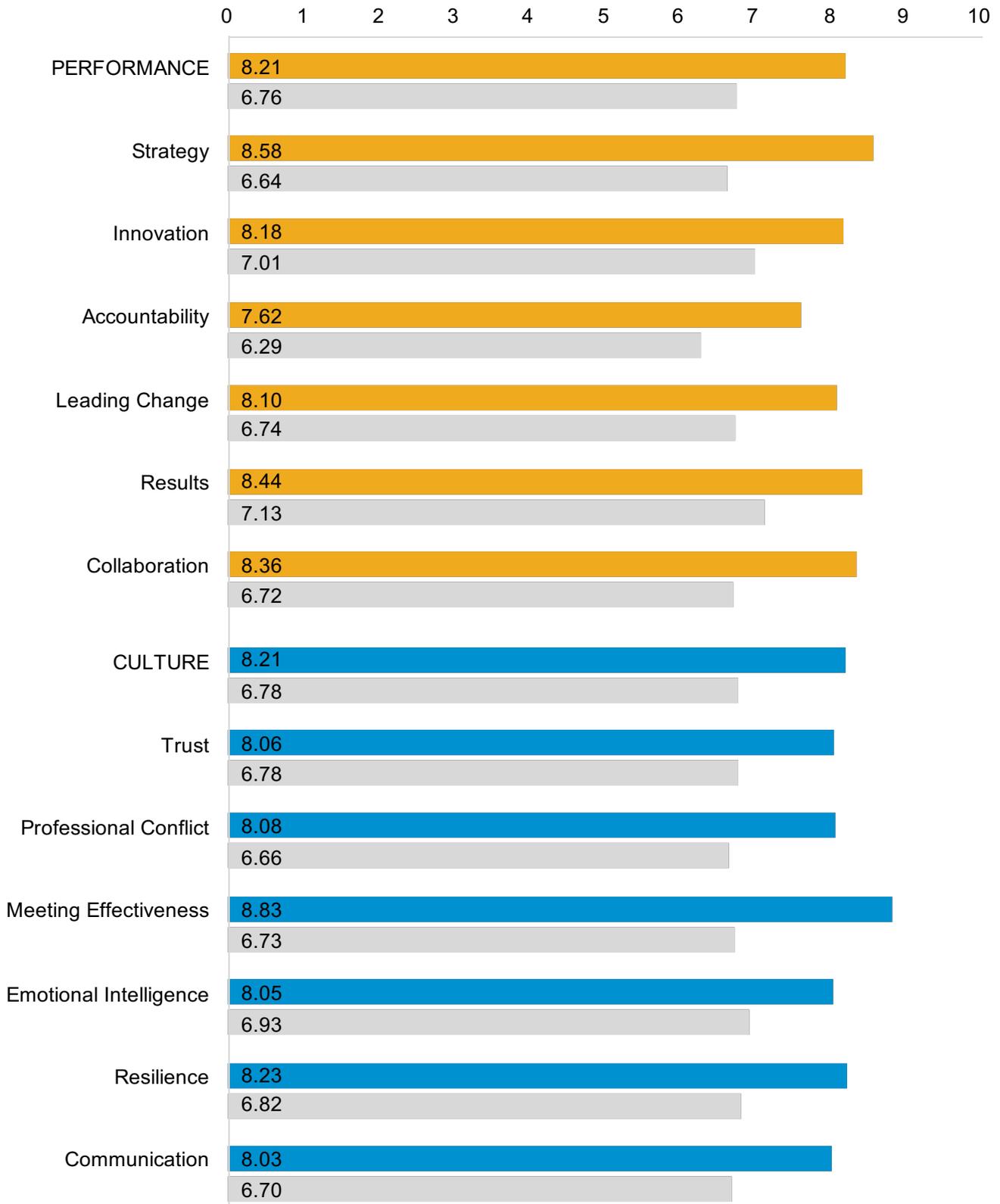
Rank	Team Score	Benchmark Avg	Item
1	9.75	7.84	The team has a meeting cycle in place for the year.
2	9.13	7.30	Everyone is highly motivated around team success.
3	9.00	6.97	Our strategic priorities are defined and agreed.
4	9.00	6.32	The team has a robust planning cycle in place, with quarterly reviews.
5	9.00	6.70	Team meetings finish with clear decisions and next steps.
6	8.88	7.35	The team understands that turbulence and change are the new norm.
7	8.75	6.81	We use a broad range of performance indicators (financial and non-financial) to set goals and review performance.
8	8.75	7.03	Team members regularly share experiences and knowledge that benefit the whole team.
9	8.63	6.82	Team members effectively collaborate with each other across their respective portfolios.
10	8.63	6.93	Team meeting times, attendance and agendas are managed effectively.
11	8.63	7.20	Team members consistently bring a positive attitude to the team.
12	8.50	7.61	The team is always looking to add new value and deliver better results.
13	8.50	6.51	The team regularly talks about long term, new opportunities.
14	8.50	6.37	Individuals are held accountable by others in the team for their behaviour and conduct.
15	8.50	6.88	Performance projections for the next year look good.
16	8.50	7.35	The team consistently delivers good results.
17	8.50	7.32	Individuals in the team are comfortable sharing personal history and life experiences with each other.
18	8.50	6.63	There is a high level of open and honest communication across the whole team.
19	8.43	7.50	The team performs to high standards on challenging projects.
20	8.38	7.08	The team understands the internal and external threats and opportunities.

Rank	Team Score	Benchmark Avg	Item
21	<b>8.38</b>	6.90	The team consistently meets their key performance indicators.
22	<b>8.38</b>	7.03	The team has a reputation for high performance.
23	<b>8.38</b>	6.98	Team members go out of their way to help each other succeed.
24	<b>8.38</b>	7.10	Individuals in the team have a high level of trust in each other's competency.
25	<b>8.38</b>	6.34	The team reviews organisational performance against strategy regularly.
26	<b>8.38</b>	5.83	We separate tactical from strategic meetings.
27	<b>8.38</b>	7.01	Team members rarely make errors due to a lack of composure.
28	<b>8.29</b>	7.17	Team members consistently demonstrate warmth and competence.
29	<b>8.25</b>	6.77	The team has a shared vision of what winning looks like.
30	<b>8.25</b>	6.68	The team deals with conflict collaboratively because relationships matter.
31	<b>8.25</b>	6.92	The team effectively exchanges views and opinions from all team members on important issues.
32	<b>8.14</b>	5.92	Team members actively avoid the creation of 'silos'.
33	<b>8.13</b>	7.24	The team is creative and can think outside the square.
34	<b>8.13</b>	6.98	When it underperforms, the team challenges itself to improve.
35	<b>8.13</b>	6.29	The team spends time strategically repositioning the organisation.
36	<b>8.13</b>	6.54	The team ensure that the hard issues get discussed.
37	<b>8.13</b>	6.87	The team has difficult conversations in a professional manner.
38	<b>8.13</b>	6.79	Team members avoid dysfunctional behaviour.
39	<b>8.13</b>	7.26	Team members recover quickly from setbacks.
40	<b>8.13</b>	7.09	Team members keep each other abreast of important issues affecting their areas of responsibility.
41	<b>8.00</b>	6.88	The team regularly implements new ideas.
42	<b>8.00</b>	6.38	The team effectively deals with employees' feelings and emotions when driving change.
43	<b>8.00</b>	6.47	Individuals in the team admit mistakes and weaknesses.

Rank	Team Score	Benchmark Avg	Item
44	<b>8.00</b>	7.14	Team members are connected and caring.
45	<b>8.00</b>	6.57	The team resolves conflicts in a timely manner.
46	<b>8.00</b>	6.42	The team makes time for social interactions that build personal relationships.
47	<b>7.88</b>	6.32	The team plans short-term (1 year) and longer term (3-5 years).
48	<b>7.88</b>	6.87	Team members believe that team success is more important than individual success.
49	<b>7.88</b>	6.63	The team voices opinions even if it makes others uncomfortable.
50	<b>7.88</b>	5.84	Team members take good care of self to avoid stress and burnout.
51	<b>7.86</b>	6.43	Individuals are held accountable by the team for outcomes.
52	<b>7.71</b>	6.82	The team is constantly improving key processes.
53	<b>7.63</b>	6.70	Team members assess social situations accurately by observing the interests, feelings and goals of others.
54	<b>7.63</b>	6.93	Team members have a high level of self-awareness.
55	<b>7.63</b>	6.57	Team members use their emotions intelligently to get the best out of others.
56	<b>7.25</b>	6.41	The team makes time to celebrate successes and milestones.
57	<b>7.13</b>	6.09	Peer feedback is used to support and challenge others.
58	<b>7.13</b>	6.60	The team effectively creates opportunities out of chaos.
59	<b>6.50</b>	5.56	The team regularly gives behavioural feedback to each other about strengths and opportunities.
60	<b>5.50</b>	5.80	Individuals in the team candidly share their 360 feedback and personality assessments.

# Team Assessment Scores by Theme

The graph below displays the average scores for each of the High Performing Team Assessment themes. Higher scores indicate strengths and lower scores indicate areas for improvement.



■ = Team Score (Performance)

■ = Team Score (Culture)

■ = Benchmark \*

\* The benchmark is based on our database of High Performing Team Assessments completed across multiple industries. This benchmark is updated annually.

# Performance

Benchmark	Team Score	Team SD*	Themes and Items
<b>6.76</b>	<b>8.21</b>	<b>1.17</b>	<b>PERFORMANCE</b>
6.64	<b>8.57</b>	1.03	Strategy
6.97	<b>9.00</b>	0.93	Our strategic priorities are defined and agreed.
6.32	<b>9.00</b>	0.76	The team has a robust planning cycle in place, with quarterly reviews.
6.81	<b>8.75</b>	0.71	We use a broad range of performance indicators (financial and non-financial) to set goals and review performance.
6.77	<b>8.25</b>	1.49	The team has a shared vision of what winning looks like.
6.32	<b>7.88</b>	0.83	The team plans short-term (1 year) and longer term (3-5 years).
7.01	<b>8.18</b>	1.02	Innovation
7.61	<b>8.50</b>	0.93	The team is always looking to add new value and deliver better results.
6.51	<b>8.50</b>	1.20	The team regularly talks about long term, new opportunities.
7.24	<b>8.13</b>	0.83	The team is creative and can think outside the square.
6.88	<b>8.00</b>	0.93	The team regularly implements new ideas.
6.82	<b>7.71</b>	1.25	The team is constantly improving key processes.
6.29	<b>7.62</b>	1.44	Accountability
6.37	<b>8.50</b>	0.93	Individuals are held accountable by others in the team for their behaviour and conduct.
6.98	<b>8.13</b>	1.25	When it underperforms, the team challenges itself to improve.
6.43	<b>7.86</b>	1.35	Individuals are held accountable by the team for outcomes.
6.09	<b>7.13</b>	1.55	Peer feedback is used to support and challenge others.
5.56	<b>6.50</b>	1.41	The team regularly gives behavioural feedback to each other about strengths and opportunities.

\* SD – standard deviation of the raters from the average score

# Performance

Benchmark	Team Score	Team SD*	Themes and Items
<b>6.76</b>	<b>8.21</b>	<b>1.17</b>	<b>PERFORMANCE</b>
6.74	<b>8.10</b>	1.33	Leading Change
7.35	<b>8.88</b>	0.83	The team understands that turbulence and change are the new norm.
7.08	<b>8.38</b>	0.74	The team understands the internal and external threats and opportunities.
6.29	<b>8.13</b>	1.46	The team spends time strategically repositioning the organisation.
6.38	<b>8.00</b>	1.15	The team effectively deals with employees' feelings and emotions when driving change.
6.60	<b>7.13</b>	1.81	The team effectively creates opportunities out of chaos.
7.13	<b>8.44</b>	0.75	Results
6.88	<b>8.50</b>	0.76	Performance projections for the next year look good.
7.35	<b>8.50</b>	0.53	The team consistently delivers good results.
7.50	<b>8.43</b>	1.13	The team performs to high standards on challenging projects.
6.90	<b>8.38</b>	0.74	The team consistently meets their key performance indicators.
7.03	<b>8.38</b>	0.74	The team has a reputation for high performance.
6.72	<b>8.36</b>	1.11	Collaboration
7.03	<b>8.75</b>	0.71	Team members regularly share experiences and knowledge that benefit the whole team.
6.82	<b>8.63</b>	0.52	Team members effectively collaborate with each other across their respective portfolios.
6.98	<b>8.38</b>	0.74	Team members go out of their way to help each other succeed.
5.92	<b>8.14</b>	0.90	Team members actively avoid the creation of 'silos'.
6.87	<b>7.88</b>	2.03	Team members believe that team success is more important than individual success.

\* SD – standard deviation of the raters from the average score

# Culture

Benchmark	Team Score	Team SD*	Themes and Items
<b>6.78</b>	<b>8.21</b>	<b>0.97</b>	<b>CULTURE</b>
6.78	<b>8.06</b>	1.20	Trust
7.32	<b>8.50</b>	0.76	Individuals in the team are comfortable sharing personal history and life experiences with each other.
7.10	<b>8.38</b>	1.06	Individuals in the team have a high level of trust in each other's competency.
6.47	<b>8.00</b>	0.93	Individuals in the team admit mistakes and weaknesses.
7.14	<b>8.00</b>	0.53	Team members are connected and caring.
5.80	<b>5.50</b>	3.54	Individuals in the team candidly share their 360 feedback and personality assessments.
6.66	<b>8.07</b>	1.00	Professional Conflict
6.68	<b>8.25</b>	0.71	The team deals with conflict collaboratively because relationships matter.
6.54	<b>8.13</b>	1.55	The team ensure that the hard issues get discussed.
6.87	<b>8.13</b>	0.64	The team has difficult conversations in a professional manner.
6.57	<b>8.00</b>	1.07	The team resolves conflicts in a timely manner.
6.63	<b>7.88</b>	0.99	The team voices opinions even if it makes others uncomfortable.
6.73	<b>8.82</b>	0.84	Meeting Effectiveness
7.84	<b>9.75</b>	0.46	The team has a meeting cycle in place for the year.
6.70	<b>9.00</b>	0.53	Team meetings finish with clear decisions and next steps.
6.93	<b>8.63</b>	0.74	Team meeting times, attendance and agendas are managed effectively.
6.34	<b>8.38</b>	0.92	The team reviews organisational performance against strategy regularly.
5.83	<b>8.38</b>	0.74	We separate tactical from strategic meetings.

\* SD – standard deviation of the raters from the average score

# Culture

Benchmark	Team Score	Team SD*	Themes and Items
<b>6.78</b>	<b>8.21</b>	<b>0.97</b>	<b>CULTURE</b>
6.93	<b>8.05</b>	0.97	Emotional Intelligence
7.30	<b>9.13</b>	0.83	Everyone is highly motivated around team success.
7.17	<b>8.29</b>	0.49	Team members consistently demonstrate warmth and competence.
6.70	<b>7.63</b>	1.19	Team members assess social situations accurately by observing the interests, feelings and goals of others.
6.93	<b>7.63</b>	0.74	Team members have a high level of self-awareness.
6.57	<b>7.63</b>	0.52	Team members use their emotions intelligently to get the best out of others.
6.82	<b>8.22</b>	0.62	Resilience
7.20	<b>8.63</b>	0.74	Team members consistently bring a positive attitude to the team.
7.01	<b>8.38</b>	0.52	Team members rarely make errors due to a lack of composure.
6.79	<b>8.13</b>	0.64	Team members avoid dysfunctional behaviour.
7.26	<b>8.13</b>	0.64	Team members recover quickly from setbacks.
5.84	<b>7.88</b>	0.35	Team members take good care of self to avoid stress and burnout.
6.70	<b>8.03</b>	0.92	Communication
6.63	<b>8.50</b>	0.53	There is a high level of open and honest communication across the whole team.
6.92	<b>8.25</b>	0.71	The team effectively exchanges views and opinions from all team members on important issues.
7.09	<b>8.13</b>	1.13	Team members keep each other abreast of important issues affecting their areas of responsibility.
6.42	<b>8.00</b>	0.76	The team makes time for social interactions that build personal relationships.
6.41	<b>7.25</b>	1.04	The team makes time to celebrate successes and milestones.

\* SD – standard deviation of the raters from the average score

# Opportunities to Improve

Raters were asked to choose the top four opportunities to improve the culture and performance of the team from the list below. The top opportunity to improve has a weight of 4, the second has a weight of 3, the third has a weight of 2 and the fourth of 1. The score in the right-hand column is the sum of the scores. The items with a dash (-) simply mean that no raters picked those from the list.

Benchmark	Your Rank	Opportunities to Improve	Total Score
8	1	TEAM BUILDING: Understand each other, share our strengths and weaknesses, build self-awareness, team building exercises, understand each other's personality and work style	24
7	2	TACKLE THE DIFFICULT ISSUES: More healthy debate, challenge each other, discuss the hard issues, don't avoid conflict	10
11	3	CELEBRATE SUCCESSES: Celebrate achievements, more recognition and reward, recognise good performance, celebrate wins and milestones	9
13	4	REGULAR FEEDBACK: Continuous performance feedback, constructive feedback, ongoing feedback on how to do better	8
6	5	SET PRIORITIES: Be clear on priorities from the beginning, allocate time according to priorities, better manage competing priorities, honest discussions on priorities	7
3	6	MORE ACCOUNTABILITY: Challenge each other constructively, correct poor behaviour, stronger KPI reviews, hold people responsible, challenge poor performers	5
4	7	IMPROVE COMMUNICATIONS: Open and honest communications, keep us updated, share the big picture, share information, communicate decisions	4
5	8	CLEARER VISION, STRATEGY AND GOALS: Clear KPI's, a clear business plan, shared sense of purpose, clear direction, disciplined strategic reviews	4
2	9	PROCESS IMPROVEMENT: Streamline processes, standardise processes, continuous improvement, improve internal processes, consistency	4
9	10	MORE RESOURCES: Need more resources, align resources to business objectives, better resource planning, better sharing of resources	2
1	11	MORE COLLABORATION: One team approach, no silo's, less them and us, all on the same page, working together with one goal	0
15	12	MORE SOCIAL OCCASIONS: Social events, more time together as friends, social activity, regular social occasions	0
12	13	BETTER MEETINGS: Clearer agendas, improve punctuality, better attendance, not wasting time, regular meetings for catch ups	0
14	14	REGULAR MEETING RHYTHM: Regular business reviews, regular team meetings, stronger planning process, separate operational from strategic reviews, strategic discussions	0
10	15	CLEARER ROLES AND RESPONSIBILITIES: Clarify exactly who does what, clearly define job descriptions, get people to take ownership, understanding each other's roles and responsibilities	0

# Comments

This section provides verbatim comments from all respondents in relation to the Performance and Culture of the team. You will gain the most value if you pay attention to the frequently occurring topics and suggestions. Try to view the information objectively and reconcile it with the information in the previous sections of the report.

## What would improve the PERFORMANCE of the team?

Stronger focus on shareholder intent.

Having everyone up to speed about the organisation and the agendas for the future. Ensure new members of the team are appropriately briefed on history and the organisational strategy.

More emphasis on strategy.

More time for discussions. Opportunities to raise things on our minds in a more open forum.

Focus on the markets, current business environment and opportunities for the organisation.

I am happy with the performance of the team generally, however my impression is there may be a lack of expertise in some areas.

What would improve the CULTURE of the team?

All team members should give undivided attention during meetings. Too much emailing and texting during meetings. This behaviour is particularly disappointing when presentations are being delivered or individuals are speaking.

Every member knowing their key strengths and being able to use to the benefit of the team overall, and awareness regarding the strengths of others.

The culture of the team is good.

By getting the agenda agreed and documented regarding deliverables. This will assist us in reviewing our performance more accurately.

Be realistic about the balance between commitment to the organisation and the respective roles we have and other commitments. I do believe every team member is totally committed to the organisation and our goals, however we need also to consider the capacity for everyone to be able to balance their obligations against their external commitments.

More open communications by all.

Define the cultural value of the organisation with greater clarity for all.

Be more proactive in examining existing positions to ensure all positives, negatives and risks are identified when making decision.