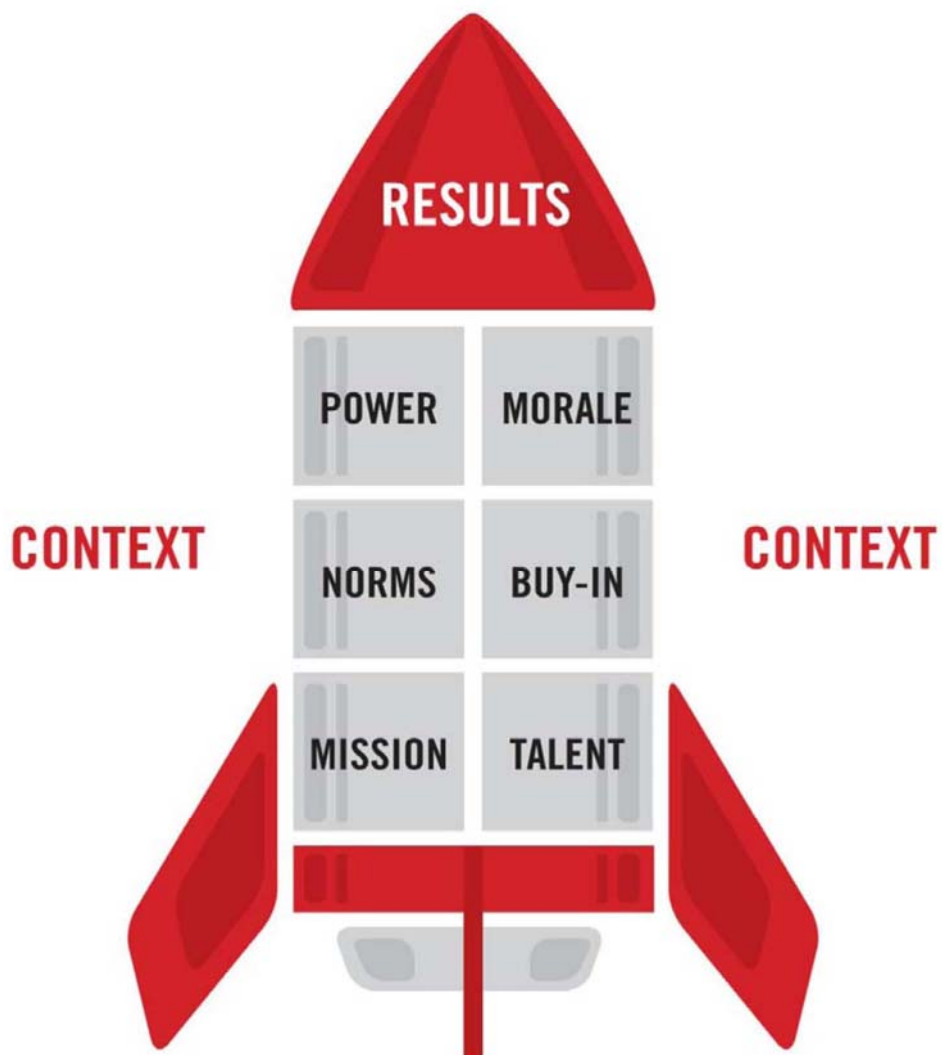




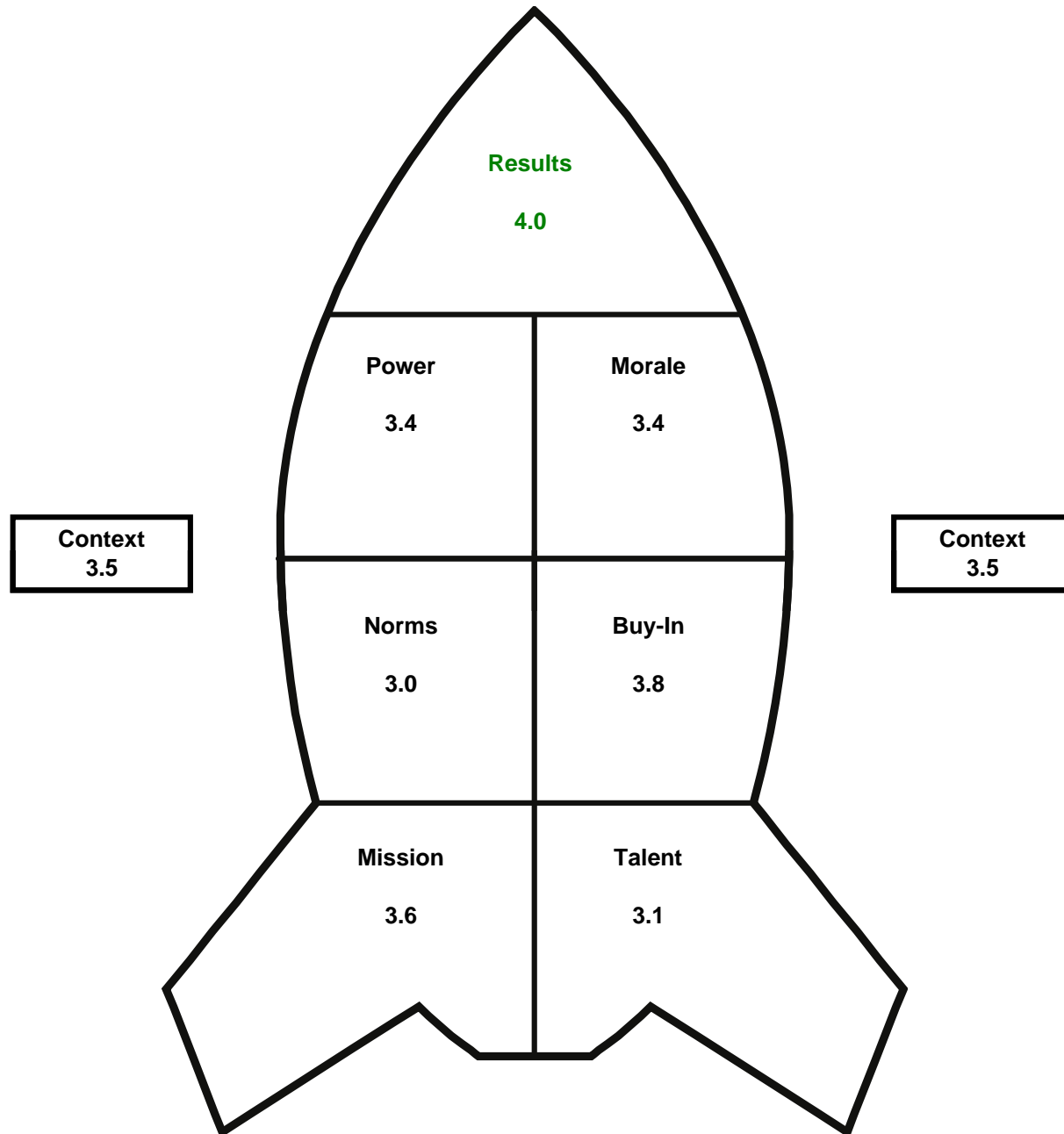
## Team Assessment Survey Report II



**Retail Brand Leadership Team**

**November 2011**

# The Rocket Model: Characteristics of High Performing Teams



Number of Raters = 17



## The Rocket Model

**PAYLOAD:** The size of the payload (i.e., the magnitude of results) will depend on the effectiveness of the other three stages.

**THIRD STAGE:** This stage of the rocket focuses on improving decision-making authority and team cohesiveness.

- |               |   |
|---------------|---|
| <b>Power</b>  | The team has the equipment, budget and decision-making authority it needs to accomplish its mission.                        |
| <b>Morale</b> | The team has identified those areas that interfere with building cohesiveness and has developed effective counter measures. |

**SECOND STAGE:** Setting the rules or norms for how team members will work together and gaining the commitment of team members for the team's mission are critical tasks in this part of the rocket model. To work effectively, teams must set rules for decision-making, communicating, and running meetings. They must also find ways to build commitment and buy-in to the team's mission.

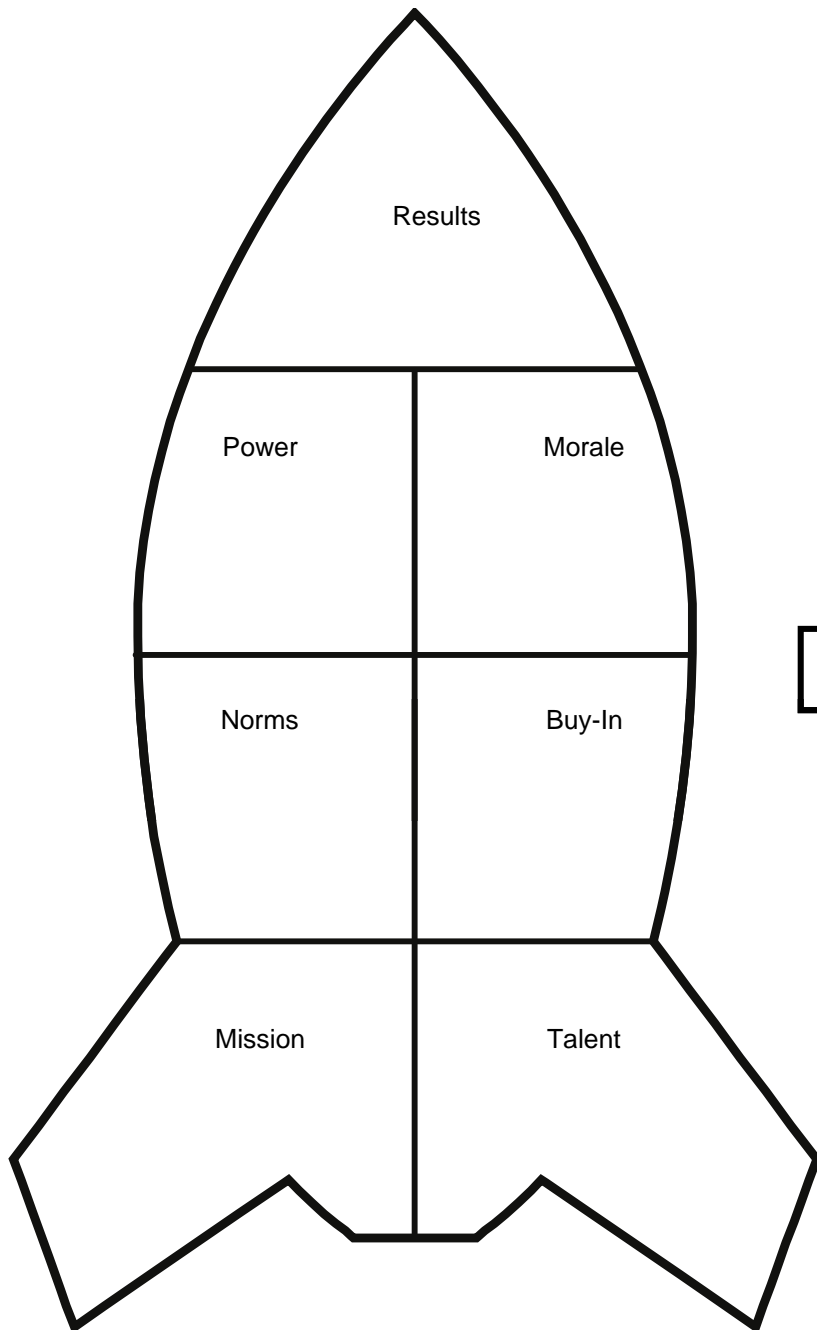
- |               |   |
|---------------|---|
| <b>Norms</b>  | The team sets agreed upon rules for decision making, communication, meetings, work hand-offs, and debriefs.   |
| <b>Buy-In</b> | The team builds commitment by having a compelling future picture, credible leadership, and team members that are highly involved with goal setting and decision making. |

**BOOSTER STAGE:** The first stage of a rocket will determine what kind of payload the rocket can carry, or whether it will even get off the ground. Similarly, this stage of the rocket model is critical to team success. Having a clear purpose, objectives, goals, and benchmarks and having the right talent to achieve the future picture is the first stage of team performance.

- |                |  |
|----------------|--|
| <b>Mission</b> | The team has a clear future picture, has set strategic objectives and benchmarks, and has developed methods to track mission progress.                           |
| <b>Talent</b>  | The team identifies the skills, experience and abilities it will need to succeed. It also systematically buys or builds the talent it needs for mission success. |

**CONTEXT:** Pertains to the situation surrounding the team. Does everyone on the team share the same assumptions for key customers, stakeholders, influencers, and other teams?

# CONTEXT



**CONTEXT**  
**3.5**

## Scoring Key

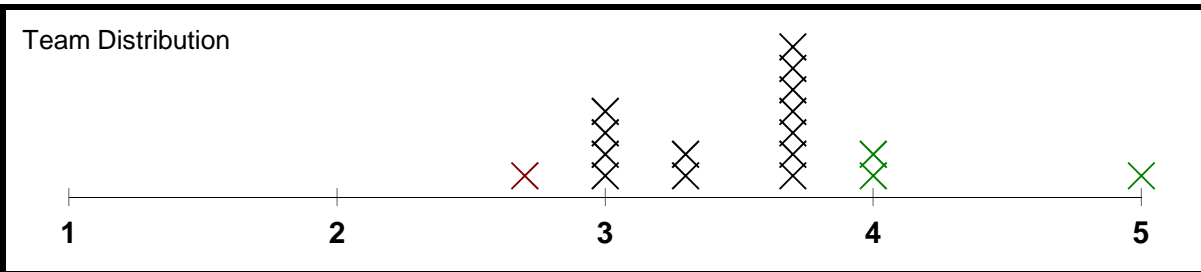
- High = 4-5 Team members are in agreement about key stakeholders and challenges.
- Med. = 3-4 There is some disagreement about the context in which the team operates.
- Low <3 The team context is unknown or team members are in disagreement about its key stakeholders and challenges.

Number of Raters = 17

# CONTEXT

( ) Denotes # of Raters with a <3 Response

Team Assessment Survey Items	
I have a clear understanding of our team's key customers, stakeholders, and influencers.	4.1 ( 0 )
Our team periodically reviews its assumptions for key customers, stakeholders, and influencers.	3.1 ( 5 )
Team members agree on the challenges facing the team.	3.4 ( 2 )

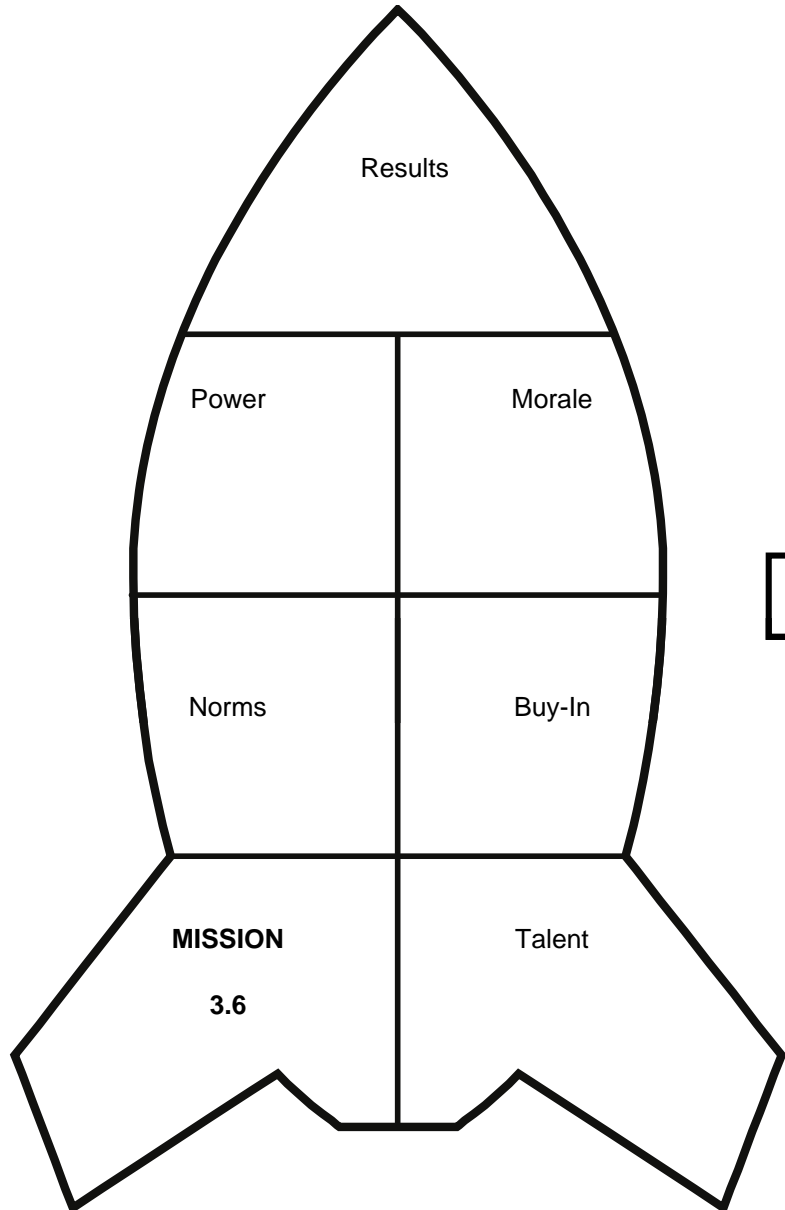


## Suggestions for Improvement:

- Identify the key entities and stakeholders effecting the team.
- Discuss and document the team's assumptions about its key entities and stakeholders.
- Periodically update the team's assumptions about the context in which it operates.
- Share team assumptions when on-boarding new team members.

## Notes:

# MISSION



### Scoring Key

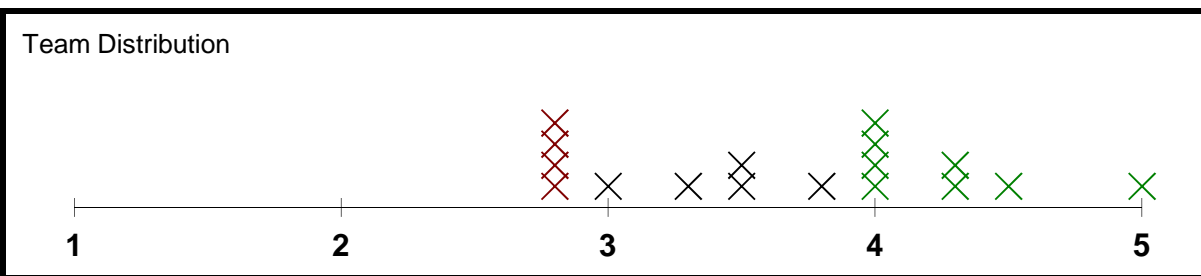
- High = 4-5 The team has a clear sense of the direction and there are good metrics for tracking progress towards team goals.
- Med. = 3-4 A solid score, but there may be some confusion about the goals or the metrics used to evaluate team progress.
- Low <3 Focus on identifying the team's overall purpose and goals.

Number of Raters = 17

# MISSION

( ) Denotes # of Raters with a <3 Response

Team Assessment Survey Items	
I have a clear understanding of our team's purpose.	4.2 ( 0 )
I understand our team's overall goals.	4.3 ( 0 )
Our team has developed metrics and benchmarks for our team goals.	3.2 ( 4 )
Our team regularly reviews progress on team goals.	2.9 ( 7 )

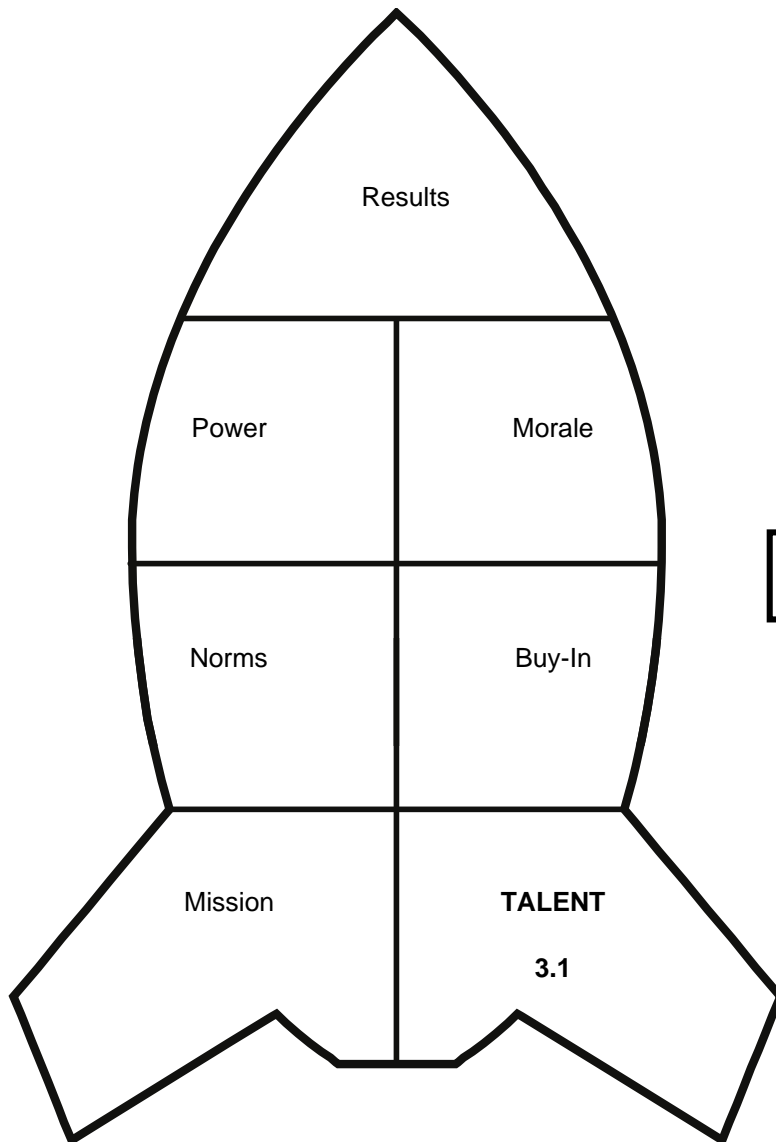


## Suggestions for Improvement:

- Develop a clear purpose or charter for the team.
- Identify the priorities and set SMART goals for the team.
- Develop and/or ensure all team members understand the metrics or standards for evaluating team success.
- Create a system for tracking progress against team goals.
- Make the links between team accomplishments and organizational goals clear.

## Notes:

# TALENT



Context

### Scoring Key

- High = 4-5 The team has the right number of people with the right skills and experience to accomplish the team's goals.
- Med. = 3-4 A solid score, but the team may not have the right number of people or lacks some critical skills or experience.
- Low <3 The team lacks the talent it needs to accomplish its goals. The team may have too few people to adequately handle the workload or may have too many people involved in work or decision-making processes. The team may also lack some of the critical skills needed for success.

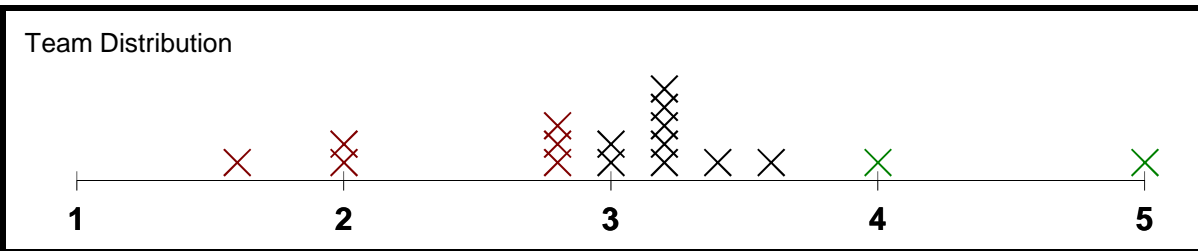
Number of Raters = 17



# TALENT

( ) Denotes # of Raters with a <3 Response

Team Assessment Survey Items	
Our team has the right number of people.	3.3 ( 6 )
Our team has the right mix of skills, capabilities and experience.	3.3 ( 4 )
Team members have clear roles, responsibilities and accountabilities.	3.4 ( 5 )
I have a written development plan to develop the skills needed to improve team performance.	2.9 ( 7 )
Team members get regular coaching and feedback to improve team performance.	2.4 ( 10 )

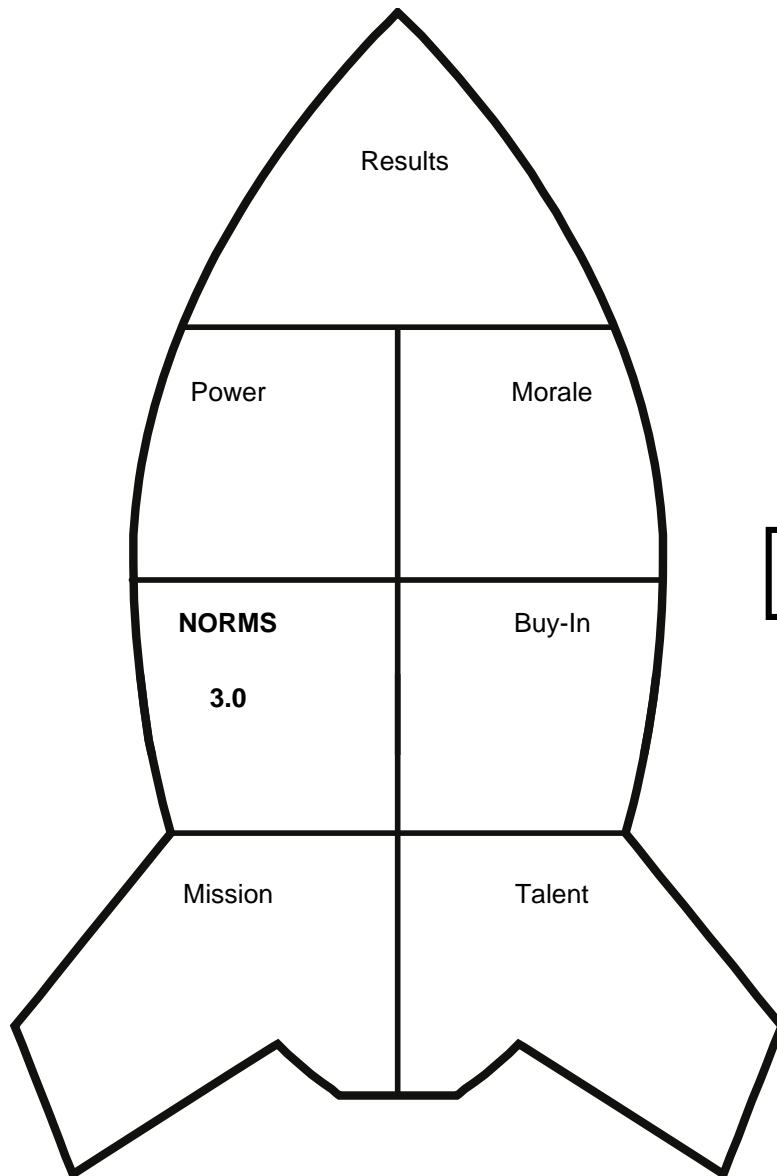


## Suggestions for Improvement:

- Determine the skills and experience the team needs to accomplish its goals.
- Do a workload analysis to determine whether there are too few or too many team members. If workload is high, it may be that team members lack needed skills or experience or they lack the equipment and systems needed to get the work done.
- Ensure individual team members have clear roles, goals and responsibilities.
- Hire those skills and capabilities that will be difficult to develop.
- Arrange for or provide ongoing training to shore up development needs.
- Provide on-the-job coaching and feedback to help develop skills.
- Do offer action reviews to help the team learn from experience.

## Notes:

# NORMS



Context

## Scoring Key

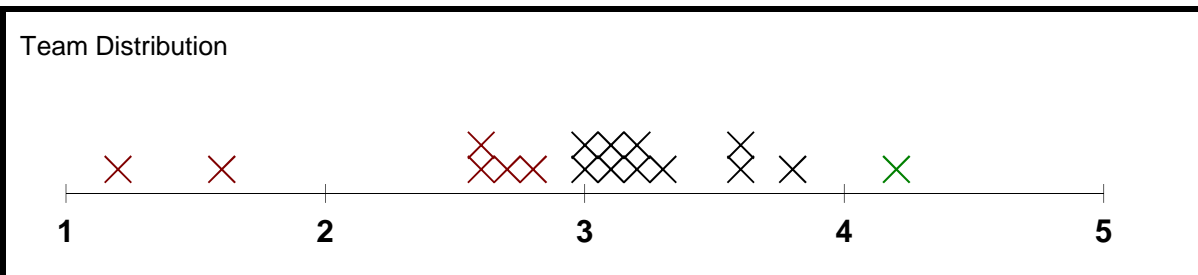
- High = 4-5 The team has developed good processes and systems for getting work done, looks for ways to work better, uses its time wisely, makes good decisions, and spends needed time on proactive issues.
- Med. = 3-4 A solid score, but the team may be too reactive, may not use its time as wisely as it could, could make better decisions, or may be using inefficient work processes.
- Low <3 This team is not using efficient work processes, has poor decision-making processes, is too reactive, and/or is not using time wisely. These lower scores may also be associated with newer teams.

Number of Raters = 17

# NORMS

( ) Denotes # of Raters with a <3 Response

Team Assessment Survey Items	
Our team plans and manages meetings in order to make efficient use of time.	3.2 ( 3 )
Our team periodically takes time to reflect on its successes and failures.	2.5 ( 8 )
Our team spends enough time working on proactive versus reactive issues.	2.4 ( 11 )
Our team uses good processes for making decisions.	2.8 ( 5 )
Our team makes sound and timely decisions.	3.4 ( 2 )
Team members communicate with each other openly and directly.	2.6 ( 8 )
Team members are good at safeguarding confidential information.	3.8 ( 2 )
Our team uses good processes for handing off work between team members.	2.8 ( 6 )
Team members are held accountable for their attitudes, behaviors, and deliverables.	3.2 ( 6 )

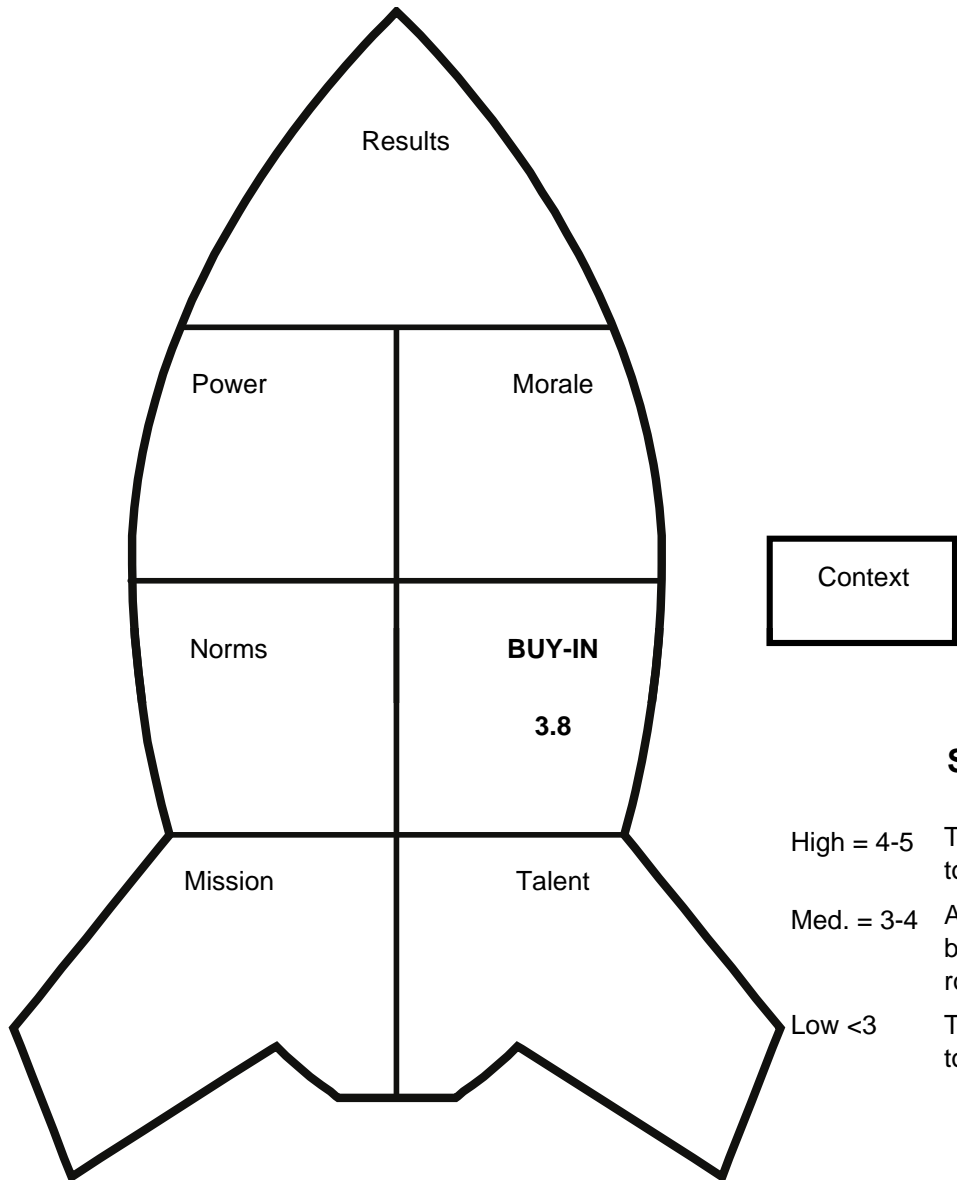


## Suggestions for Improvement:

- Develop agreed upon processes for making team decisions.
- Adopt “best practice” meeting management techniques.
- Spend time in meetings addressing proactive and reactive issues.
- Set rules for confidentiality and team communication processes.
- Develop an agreed upon process for making team decisions.
- Ensure the team has efficient processes in place for transferring work between team members.
- Develop a set of accountability rules and consequences for rule violations.

## Notes:

# BUY-IN



### Scoring Key

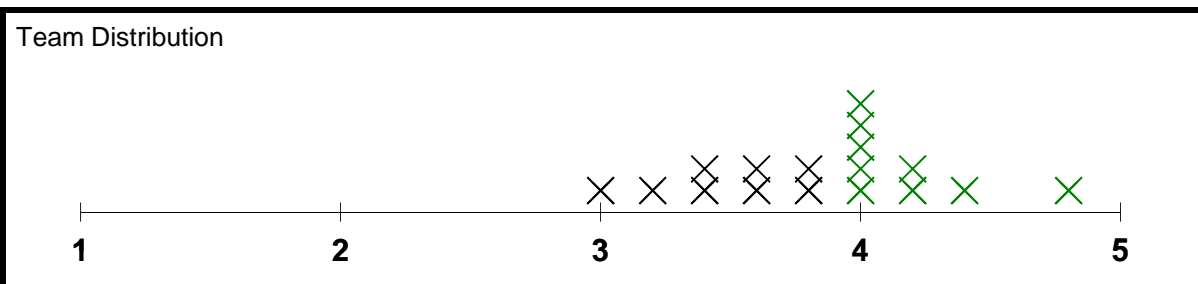
- High = 4-5 There is a high level of buy-in to team goals and roles.
- Med. = 3-4 A solid score, but the level of buy-in to team goals and roles could be better.
- Low <3 There is a low level of buy-in to team goals and roles.

Number of Raters = 17

# BUY-IN

( ) Denotes # of Raters with a <3 Response

Team Assessment Survey Items	
Team members are passionate about our team's purpose.	4.4 ( 0 )
I believe our team leader to be trustworthy and knowledgeable.	4.4 ( 0 )
Team members are actively involved with team goal setting and decision making.	3.5 ( 2 )
Team members willingly pitch in to help other team members when needed.	3.4 ( 3 )
Team members faithfully carry out team decisions.	3.6 ( 2 )

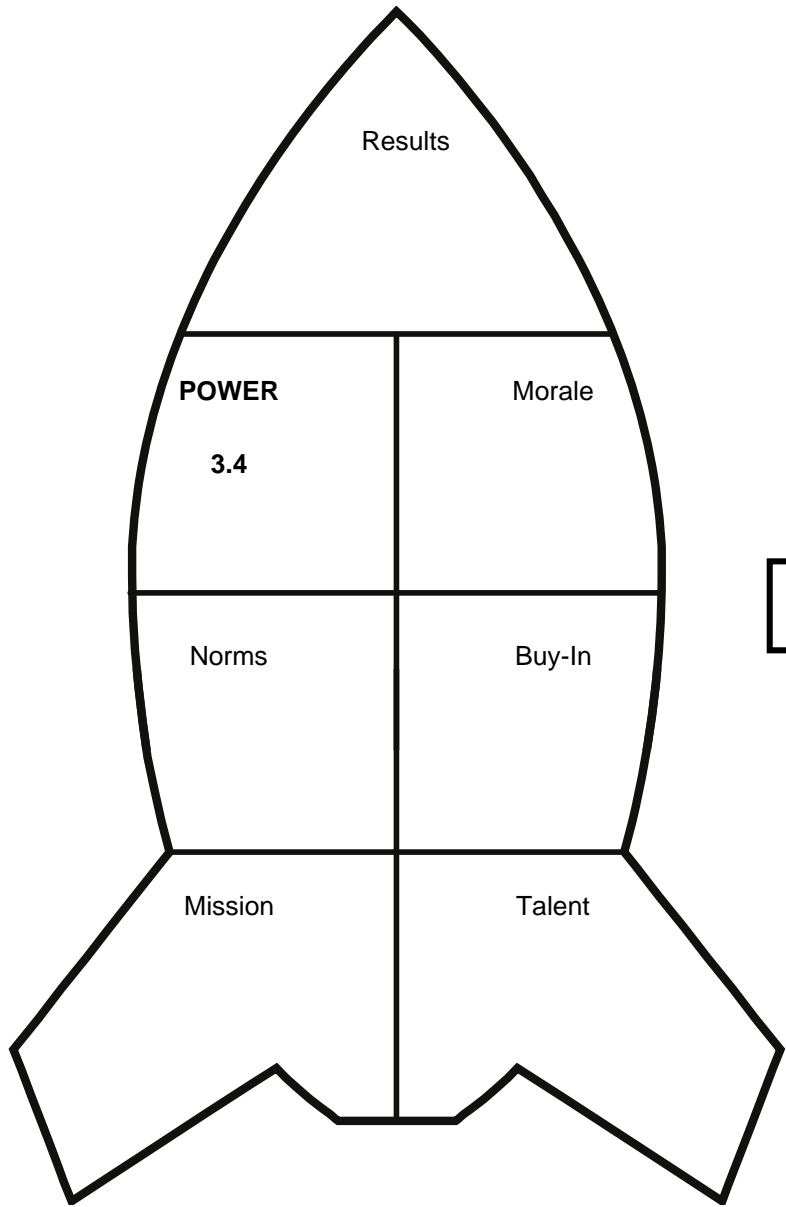


## Suggestions for Improvement:

- Work with team members to build a compelling team purpose or future picture.
- Ensure that all team members agree with the team's purpose and goals. This is most easily accomplished by having all team members work on the original purpose statement. If this is not possible, then have a team meeting to review the team's purpose and goals. These may need to change in order to increase buy-in.
- Ensure all team members are comfortable with their individual roles and responsibilities. Team leaders may need to clarify or adjust roles and responsibilities in order to increase buy-in.
- Ensure that all team members understand how team accomplishments contribute to organizational goals.

## Notes:

# POWER



Context

### Scoring Key

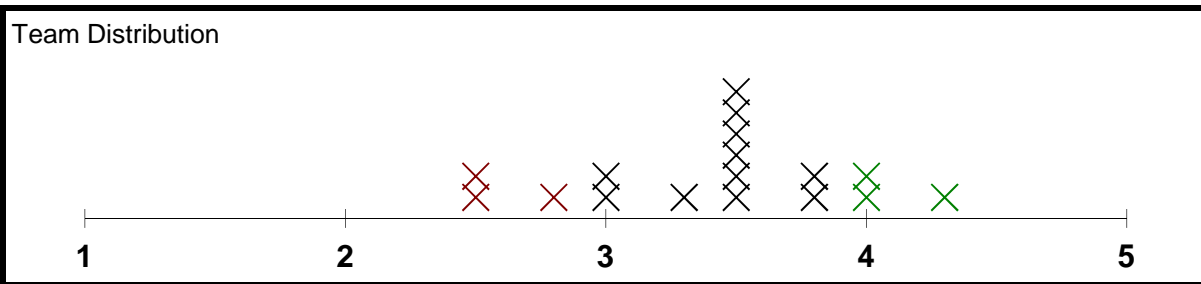
- High = 4-5 The team either has or finds ways to get the equipment, money, and decision-making latitude it needs to accomplish its goals.
- Med. = 3-4 A solid score, but the team may not be acquiring the equipment or decision-making latitude it needs in order to succeed.
- Low <3 The team either does not have or has not found ways to get the resources it needs to succeed.

Number of Raters = 17

# POWER

( ) Denotes # of Raters with a <3 Response

Team Assessment Survey Items	
Our team has the authority it needs to make important team decisions.	3.3 ( 3 )
Our team has the equipment needed to achieve our team's goals.	3.3 ( 3 )
Our team has the budget needed to achieve our team's goals.	3.1 ( 5 )
Our team figured out ways to overcome any authority, budget, or equipment shortfalls.	3.9 ( 0 )

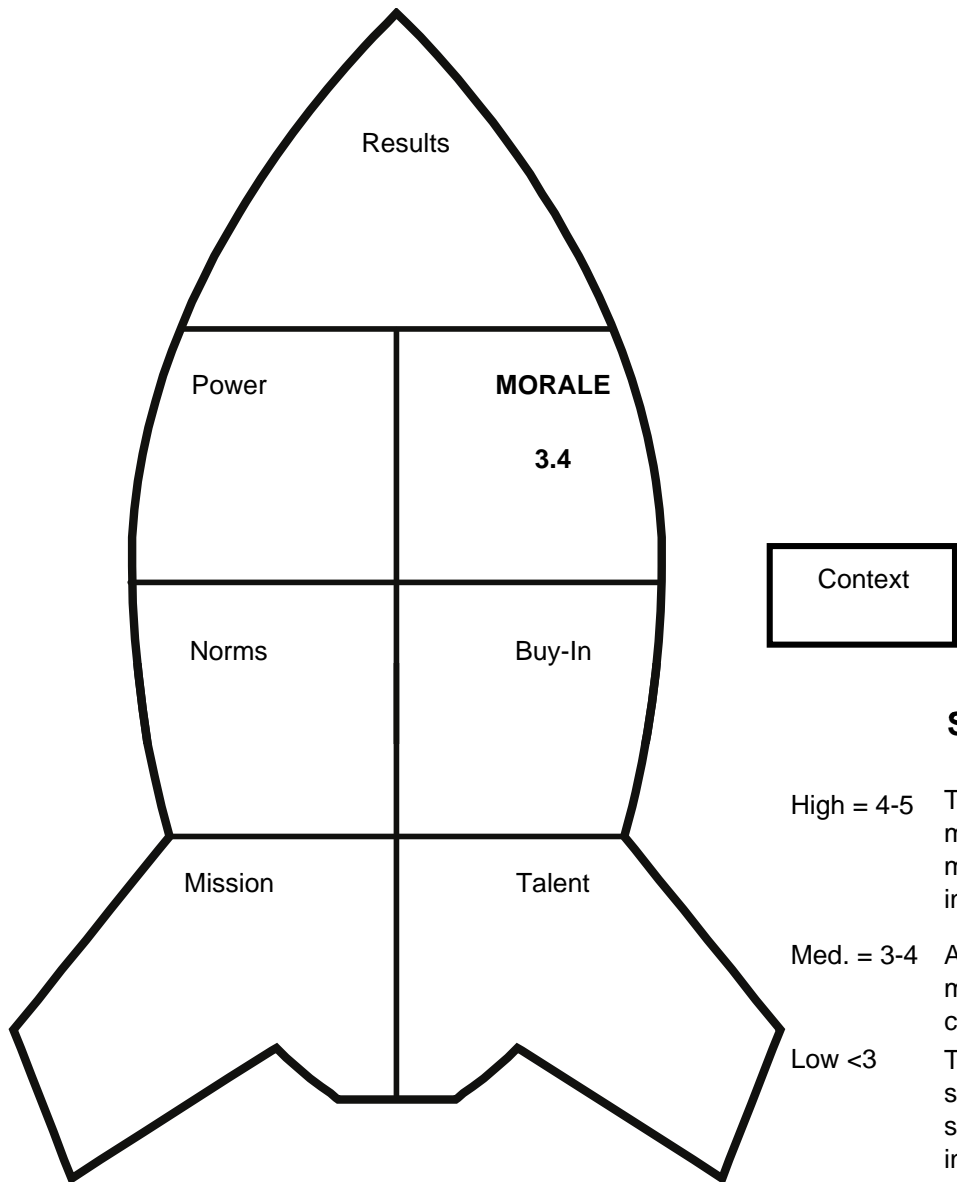


## Suggestions for Improvement:

- Devise ways to help the team get the resources and money it needs to accomplish its goals.
- Renegotiate accountables and timelines with customers if the team does not have the resources, money, time, or talent it needs to be successful.
- Work with team sponsors to increase team decision-making authority.
- Use Force Field Analyses to identify drivers and barriers to change.

## Notes:

# MORALE



### Scoring Key

- High = 4-5 The team has a high level of morale and uses effective methods for resolving internal conflict.
- Med. = 3-4 A solid score, but team morale and conflict resolution could be better.
- Low <3 Team morale may be suffering. These lower scores could be due to poor internal communication, the use of poor conflict resolution techniques, or problems with one or more of the other team components.

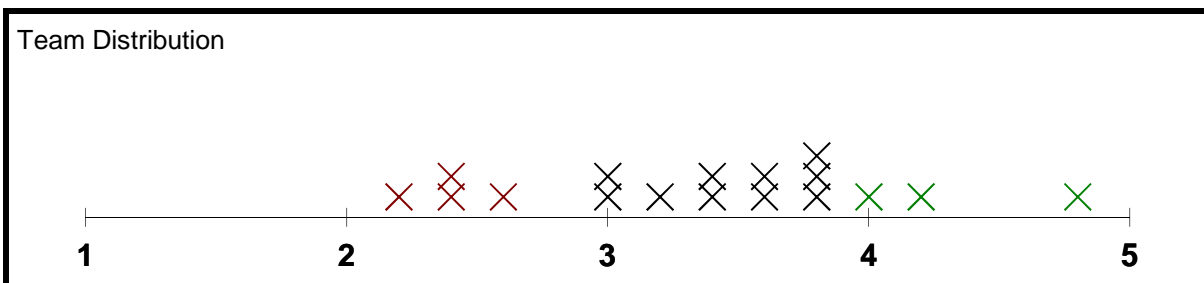
Number of Raters = 17



# MORALE

( ) Denotes # of Raters with a <3 Response

Team Assessment Survey Items	
People are proud to be a part of this team.	4.2 ( 0 )
Our team works well together.	3.4 ( 4 )
The people on our team trust each other.	3.2 ( 4 )
Our team resolves conflict among team members in a timely manner.	3.2 ( 4 )
Our team takes the time to celebrate team successes.	2.8 ( 8 )

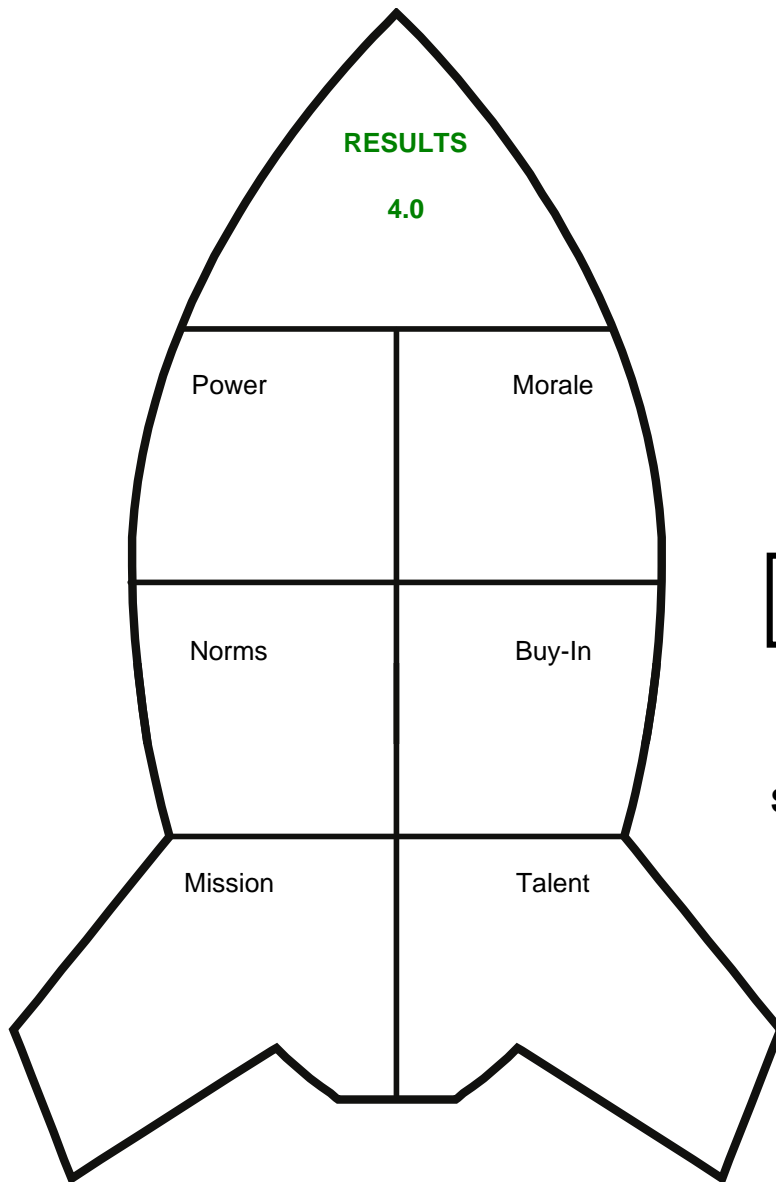


## Suggestions for Improvement:

- Make sure everyone is encouraged to voice his or her ideas in team meetings.
- Ensure team members practice good listening skills during team meetings.
- Bring up, discuss and work to resolve team conflict as it occurs.
- Confront problem behavior immediately and directly.
- Gather information about the other seven team components to determine areas of dissatisfaction.
- Discuss areas of team dissatisfaction and develop and implement action plans to resolve these issues.
- Celebrate team wins.

## Notes:

# RESULTS



Context

### Scoring Key

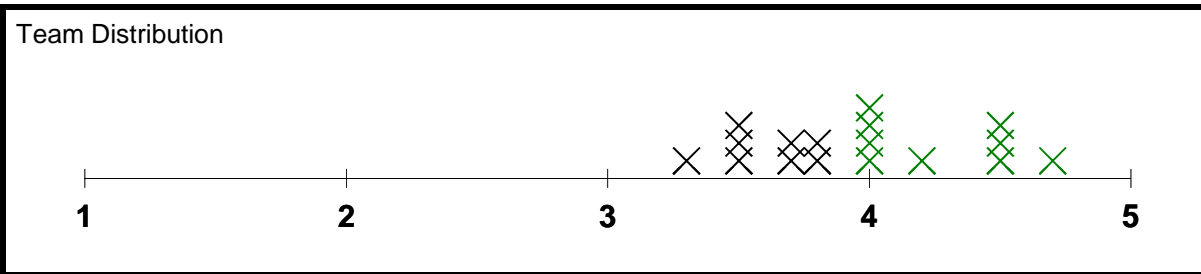
- High = 4-5 This is a high performing team that accomplishes a great deal.
- Med. = 3-4 A solid performing team, but it could have even more impact.
- Low <3 Team impact needs to be improved. These results could be due to the fact that the team is new or may have problems in one or more of the team components.

Number of Raters = 17

# RESULTS

( ) Denotes # of Raters with a <3 Response

Team Assessment Survey Items	
Our team builds and executes plans in order to accomplish team goals.	3.8 ( 0 )
Our team moves quickly when swift action is needed.	4.5 ( 0 )
Our team consistently exceeds our customers' expectations.	3.7 ( 0 )
Our team produces high quality work.	4.2 ( 0 )
Our team stays within its allocated budget.	3.8 ( 0 )
Our team accomplishes more than other comparable teams.	3.7 ( 2 )



## Suggestions for Improvement:

- Determine if a team is really necessary to accomplish assigned goals.
- Determine if goals and objectives could be done more effectively by another team or through outsourcing.
- Create and execute team action plans and hold people accountable for results.

## Notes:



## Analysis of Team Survey Results

TAS Results	Implications
Key Strengths	
Areas of Improvement	
Surprises	