



G360 Team Pulse

Marketing Team

Number of team raters: 6
October 15, 2020

EVALUATING TEAM PERFORMANCE

While teams can achieve extraordinary results, many of them never reach their true potential because of various shortcomings and flaws. High-performing teams tend to have a strong team culture that includes a shared vision, effective task management strategies, open communication, and a commitment to continuous improvement. In addition, successful teams have members who have the knowledge and skills to work effectively in a team environment. This report first provides an assessment of the four characteristics of high-performing teams and then gives an overview of the collective competencies of individual team members.

Characteristics of High-Performing Teams

SHARED VISION

Members are committed to the team and its mission.

TASK MANAGEMENT

The team is well-organized and members have clearly defined roles and responsibilities.

PSYCHOLOGICAL SAFETY

Members feel free to openly express their ideas and opinions.

DEPENDABILITY

Members of the team can be counted on to fulfill their responsibilities.

INTERPRETING THE RESULTS

Online responses from team members were averaged together to form a collective assessment of the four pillars of team success. Answers for each question ranged from a low of 1 to a high of 5. A good target threshold for strong team performance is at least a 4.0 on each pillar. Research shows that teams that function at that level are more likely to be successful.

- ❖ A score of 4.0 or above on any pillar is an excellent score and indicates a strength for the team.
- ❖ A score between 3.0 and 3.99 is considered satisfactory. It's not bad, but the team can do better.
- ❖ A score between 2.0 and 2.99 indicates poor performance that could be holding the team back.
- ❖ A score between 1.0 and 1.99 indicates a significant problem that needs to be addressed.

OPEN-ENDED FEEDBACK

The G360 Team Survey asked team members to provide written feedback about strengths, weaknesses, and suggestions for improvement. Those comments are shown below the chart and provide rich data for improving the performance of the team.

YOUR TEAM STRENGTHS

Committed Organized Focused
 Open communication
 Driven Motivated Engaged **Hard-**
working
 Equal participation Efficient Fun Goal-oriented
 Inclusive Strong leadership

THE FOUR PILLARS OF TEAM SUCCESS

	Score	Crisis	Poor	Satisfactory	Excellent
Shared Vision	3.67	3.67			
Task Management	3.50	3.50			
Psychological Safety	4.11	4.11			
Dependability	3.67	3.67			

↑ HIGH SCORES

- Psychological Safety

↓ LOW SCORES

- No Low Scores

COMMENTS

- We seem to have a lot of fun together and respect our leader. At times, I think we need to be more focused especially during meetings.
- Overall, this team has a lot of smart and hard-working members. One complaint I have is that one or two members seem to take over our meetings with their strong opinions. Cindy needs to solicit the perspectives of everyone especially when we're making important decisions.
- Realistic guidelines need to be set or this team needs to push back a bit more. A lot of reactionary decisions are being made when things are requested by upper management.
- There are minor growing pains since this team is still fairly new but overall I think we are getting the job done. We typically start meetings late so that's one thing that could be improved.
- This is a great group of people. We work hard and get the job done. It might be fun to do a team building or social activity every once and a while to celebrate our accomplishments.

TEAM LEARNING AND CONTINUOUS IMPROVEMENT

In order to be successful, teams need to continuously evaluate their performance and make changes. This is one of the hallmarks of high performing teams. A commitment to continuous improvement means that teams regularly evaluate their performance and explore more effective ways of working together. This report is an example of your team going through that process. You've seen the results and now it's time to make some changes. While members have given specific suggestions on how to improve the team, the following comments are more general in nature.

ADDRESSING LOW SCORES ON THE FOUR PILLARS OF TEAM SUCCESS

Improving Shared Vision

- Conduct a strategic vision planning session
- Create a well-defined project or goal statement
- Ask members to publically commit to the team's goals

Improving Task Management

- Establish ground rules by having members describe their ideal team experiences
- Post meeting objectives and agendas before each meeting
- Review task assignments and deadlines at the end of each meeting

Improving Communication

- Have each member reflect his or her own level of participation
- Use probing questions and paraphrasing to draw out quieter members
- Make sure members are making evidence-based comments

Evaluating team performance allows teams to learn from their experiences, identify problems, and make mid-course corrections. If a team wants to improve, members have to learn from their mistakes and make changes.

ADDRESSING LOW TEAM AVERAGES ON THE CORE COMPETENCIES

There are two possible reasons for low scores on the collective competencies of the team. Either members see each other in an unrealistically negative light or the team has collective deficits in specific areas. If team members are especially critical of each other, they might need to evaluate their assessment and be open to a new way of looking at each other. If there are legitimate deficiencies, it might be helpful to go through training as a team that addresses specific areas.

TIME TO CREATE A TEAM IMPROVEMENT PLAN

Go to the next page and answer all of the questions individually. Then the team can have a group discussion and collectively come up with a specific plan that addressing weaknesses and takes advantage of collective strengths. In this way, you will be engaging in the important practice of Continuous Improvement.

TEAM DEVELOPMENT PLAN

Was there anything in this report that surprised you?

What were the two biggest "take-aways" from this report?

What is one thing you could do to improve your team?

What specific action steps need to be taken?

By when?

What specific action steps need to be taken?	By when?

What is another thing you could do to improve your team?

What specific action steps need to be taken?

By when?

What specific action steps need to be taken?	By when?