

TEAM ASSESSMENTS

DATTNER CONSULTING, LLC

WWW.DATTNERCONSULTING.COM

Ben Dattner, Ph.D.

ben@dattnerconsulting.com

212-501-8945

Allison Dunn, MA

allison@dattnerconsulting.com

212-734-3578

TEAM ASSESSMENTS

CAMPBELL-HALLAM TEAM DEVELOPMENT SURVEY	PAGE 3
DATTNER CONSULTING ONLINE TEAM 360	PAGE 4
EMOTIONAL COMPETENCE INVENTORY WORKFORCE AUDIT.....	PAGE 5
FIVE DYSFUNCTIONS OF A TEAM ONLINE ASSESSMENT	PAGE 6
FORRESTER/DREXLER TEAM PERFORMANCE INDICATOR	PAGE 7
TEAM DIAGNOSTIC SURVEY	PAGE 8
TEAM EFFECTIVENESS SURVEY	PAGE 9
TEAM PERFORMANCE QUESTIONNAIRE	PAGE 10
TEAMSCAN	PAGE 11

CAMPBELL-HALLAM TEAM DEVELOPMENT SURVEY

Publisher: Pearson Performance Solutions
1-800-922-7343
<http://www.pearsonps.com/rh/instruments/tds.htm>

This assessment is for:

Team performance and development, focuses on strengths and weaknesses

Team Dimensions Assessed:

19 factors grouped into 4 major themes that influence work groups; scores are standardized and compared with scores from other teams:

- Resources (Time and Staffing, Information, Material Resources, Organizational Support, Skills, Commitment)
- Efficiency (Mission Clarity, Team Coordination, Team Unity, Individual Goals, Empowerment)
- Improvement (Team Assessment, Innovation, Feedback, Rewards, Leadership)
- Success (Satisfaction, Performance, Overall Index)

Logistics:

- 2 forms: 72-item Member Survey and a 22-item Observer Survey
- 20-25 minutes to complete
- Paper and Pencil or Online

Certifications: A degree in business, psychology, industrial relations or a related field.

Output: 1) *Team Report*, to be used by the facilitator, and 2) *Member Report*, each includes the team profile and team item responses as well as the individual member's personal responses. A narrative summary is also provided, which includes suggested strengths, areas for improvement, and suggested actions for improvement. The team report is similar, without the individual information, and also includes suggested steps for discussing the results.

“Areas for Improvements (From Your Perspective): Many of your scores are below average, and your lowest scores are in the areas of Skills (30), Information (35), and Individual Goals (36). You report many specific problems including the following: you would be more effective if you had a certain tool, resource, or piece of equipment; the team suffers from a lack of training or experience...”

Cost: \$15 per individual survey and report; \$60 per team report including scoring of one team report, narrative summary profile, profile, and item response summary

DATTNER CONSULTING ONLINE TEAM 360

Publisher: Dattner Consulting, LLC
1-212-501-8945
<http://www.dattnerconsulting.com/team>
info@dattnerconsulting.com

This assessment is for:

Teams that want to better understand and build their efficiency and effectiveness

Attributes/Abilities Assessed:

64 competencies in eight categories; scales based on ratings submitted by team members:

- Clarity
- Commitment and cohesion
- Communication
- Decision making
- Norms
- Meetings
- Self awareness
- Leadership

Logistics:

- 68 items
- 360 degree feedback
- Administered online only

Certifications: N/A.

Output: *Feedback Report* includes anonymous, aggregated quantitative ratings as well as verbatim qualitative feedback.

“The team uses a good process for decision making, considering a wide enough set of scenarios and contingencies.”

“The team’s meetings are efficient and effective.”

“Members of the team explicitly point out when the team has shifted strategy or direction.”

Cost: Varies depending on the size of the team

EMOTIONAL COMPETENCE INVENTORY (ECI) – WORKFORCE AUDIT

Publisher: The Hay Group
1-877-267-8375
<http://ei.haygroup.com/>

This assessment is for:

Teams of managers and executives who want to better understand and build their individual and collective emotional intelligence

Attributes/Abilities Assessed:

18 competencies in four categories; scales based on aggregated ratings of individuals on the team:

- Self-awareness
- Self-management
- Social awareness
- Relationship management

Logistics:

- 72 items
- 360 degree feedback
- Administered online only

Certifications: Must be accredited by the Hay Group. This involves paying \$3,000 and attending a two day training program in Boston.

Output: *Feedback Report* compares self-ratings with others' ratings, and includes both quantitative and qualitative feedback. *Workforce Audit* provides aggregated results for all team members

“Understands implications of own emotions and has emotional insight.”

“Solicits honest critiques and is open to feedback.”

“Has a strong sense of self-worth and is confident in job capability.”

Cost: \$150 per individual, regardless of how many raters provide feedback. Workforce audit is generated to anonymously include all team members for no additional charge.

FIVE DYSFUNCTIONS OF A TEAM ONLINE ASSESSMENT

Publisher: The Table Group, Inc.
1-925-299-9700
<http://www.tablegroup.com>

This assessment is for:

Managers and executives who want to transform a dysfunctional team into an efficient and cohesive one

Attributes/Abilities Assessed:

5 dysfunctions of a team; model based on field testing by working with clients and associates:

- Absence of Trust
- Fear of Conflict
- Lack of Commitment
- Avoidance of Accountability
- Inattention to Results

Logistics:

- 38 items
- 30-40 minutes to complete
- Administered Online

Certifications: None needed

Output: *The Five Dysfunctions of a Team Assessment* is a detailed report of the team's strengths and weaknesses, as well as specific and detailed recommendations for overcoming potential team dysfunction.

"Your assessment scores indicate that commitment is a likely area of strength for your team, while conflict and trust are potentially areas for improvement, and results and accountability are areas of likely concern."

"Tips and Exercises for Maintaining or Improving Results: Have all team members make public commitments to objectives. When people make public declarations of their intention to do something, they are much more likely to follow through and less likely to let personal needs take precedence."

Cost: \$34.50 per license (per person on the team)

FORRESTER/DREXLER TEAM PERFORMANCE INDICATOR

Publisher: The Grove Consultants International
1-800-494-7683
http://www.grove.com/store/team_development.html

This assessment is for:

Team leaders who want to gain insight on the similarities and differences each member has in order to make decisions on next steps or where to focus.

Attributes/Abilities Assessed:

7 predictable stages involved in both creating and sustaining teams; scores compared to other team members and based on the *Team Performance Model*:

- Orientation
- Trust Building
- Goal Clarification
- Commitment
- Implementation
- High Performance
- Renewal

Logistics:

- 21 items
- About 30 minutes to complete
- Paper and Pencil only

Certifications: None needed

Output: *Self-Scoring Form* and *Guide to Interpreting Results* together provide the team leader or consultant with a visual and quantifiable display of team results and the current team view. *Graphic Guides* are also available to help teams decide on priorities, roles and key strategies.

Cost: \$25 each (includes Team Performance Indicator Form and *Guide to Interpreting Results*)

TEAM DIAGNOSTIC SURVEY

Publisher: Professor J. Richard Hackman, Harvard University
<http://www.wjh.harvard.edu/~tds/>

Based on Professor Hackman's research which is detailed in his book Leading Teams

This assessment is for:

Assessing team structure, support, leadership, and indicators of members' work processes and their affective reactions to the team and its work

Team dimensions assessed:

3 performance processes; scores based on analyses of data from thousands of members of hundreds of teams from a wide assortment of organizations:

- Level of effort group members collectively expend carrying out task work
- Appropriateness of the performance strategies relative to the task
- Knowledge and skill members bring to bear on the task

Logistics:

- 107 survey and scale items
- 15-20 minutes to complete
- Administered online

Certifications: None

Output: *Team Diagnostic Survey Results* is an 18-section report addressing questions and topics such as: "How Well Is the Team Managing Relations Among Members?" and "What Kind of Coaching Does the Leader Provide?" and "Summary of the Team's Standing on the Five Conditions." The report also includes graphs, charts, tables, and questions for discussion.

"Team members tend to be highly engaged with the work when team purposes are challenging, clear, and consequential for others."

Cost: Free

TEAM EFFECTIVENESS SURVEY

Publisher: Somerville Partners
1-813-994-7034
<http://www.reliablesurveys.com/teameffectiveness.html>

This assessment is for:

Managers and executives who want to improve team performance

Attributes/Abilities Assessed:

9 components of effective work groups:

- Shared Team Vision
- Clear Team Goals
- Clear Team Roles
- Effective Leadership Behavior
- Effective Decision Making
- Encouragement of Innovation
- Effective Conflict Management
- Natural Collaboration
- Effective Meeting Management

Logistics:

- 21 agree/disagree items on a scale from 1 to 10
- 5-10 minutes to complete
- Online only

Certifications: none needed

Output: Electronic *Team Effectiveness Report* provides summary of results and narrative explanations for each component assessed.

“The team atmosphere is characterized by openness to learning from our experiences. When mistakes are made, we collectively try to learn from them. We determine what the root causes of the problems were and take steps to prevent recurrences.”

Cost: varies depending on size of project

TEAM PERFORMANCE QUESTIONNAIRE

Publisher: John Wiley & Sons, Inc.
1-800-225-5945
<http://www.josseybass.com/WileyCDA/Section/id-131462.html>

This assessment is for:

Managers and executives who want to boost the performance of their teams

Attributes/Abilities Assessed:

6 characteristics of high-performing teams:

- Goals and Results
- Collaboration and Involvement
- Competencies
- Communication Processes
- Emotional Climate
- Leadership

Logistics:

- ___ items on a scale from 1 (“Strongly Disagree”) to 5 (“Strongly Agree”)
- 5-10 minutes to complete
- Paper and Pencil

Certifications: none needed

Output: The *Facilitator's Guide* and the *Team Development Workbook* include instructions for scoring, analyzing, and interpreting the *TPQ* results (no narrative report).

“The team atmosphere is characterized by openness to learning from our experiences. When mistakes are made, we collectively try to learn from them. We determine what the root causes of the problems were and take steps to prevent recurrences.”

Cost: \$16 per report

Publisher: SYMLOG Consulting Group
1-858-673-2098

http://www.symlog.com/internet/services_products/catalog/ctlg-t1.htm

This assessment is for:

Examination of current team functions and team performance improvement

Team dimensions assessed:

Results compared against norms:

- Team member work-related experience
- Team member interaction
- Task implementation
- Personal team member feelings

Logistics:

- 4 survey items including a set of ratings for each: "Rarely," "Sometimes," or "Often"
- 20 minutes to complete
- Paper and Pencil or Online

Certifications: Symlog Certification Workshop: \$2,000 Basic Certification, for professional practitioners already skilled in working with individuals, small groups, or organizations; and teachers of psychology, sociology, organization behavior, or related fields. Facilitation skills are assumed. Three to five years of experience working with groups recommended.

Output: *TeamScan Report* includes bar graph, *Synopsis*, and *Bales Report*. In addition, 4-8 hour feedback sessions include: examining current team norms, assessing team effectiveness against a research-based optimum profile, comparing least and most productive conditions in the team, comparing current conditions with goals for future effectiveness, as a group, designing action plans to enhance teamwork effectiveness, and initiating strategies for team continuous improvement.

“As seen by the rater, the most characteristic values appear to be: responsible idealism, collaborative work. Members seen in this location have a particular balance of values that is strategic in promoting teamwork. They usually show no excess of either dominance or submissiveness. They place about equal emphasis on task requirements and needs for group integration. They often show an altruistic concern not only for members of the team, or in-group, but also for the welfare of other individuals and groups. Their values meet precisely group needs for cooperative work within the group, and with other groups, with a minimum of unwanted side effects.”

Cost: Rates available to Certified SYMLOG Consultants