

**Dattner Consulting**

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Team Sample  
**Sample Team**

**Feedback Report**

1/5/2018

# About This Survey

Sample Team, 1/5/2018

This multi-rater survey is designed to assist your team in assessing and developing its effectiveness. As an aggregated report of the perceptions of the members of the team, it is intended to:

- Help your team identify its strengths and areas for improvement
- Enable the individual members of the team to better understand each others' perspectives
- Serve as a quantitative baseline for the team's progress over time
- Catalyze constructive discussions about how the team can be more effective
- Demonstrate that the team is open to feedback and committed to continuous improvement

## Rater Groups That Provided Feedback

Rater Group	# of Respondents (n)	# Invited to Participate
Team Members	1	7
Team Leader	3	7

## About The Rating Scale

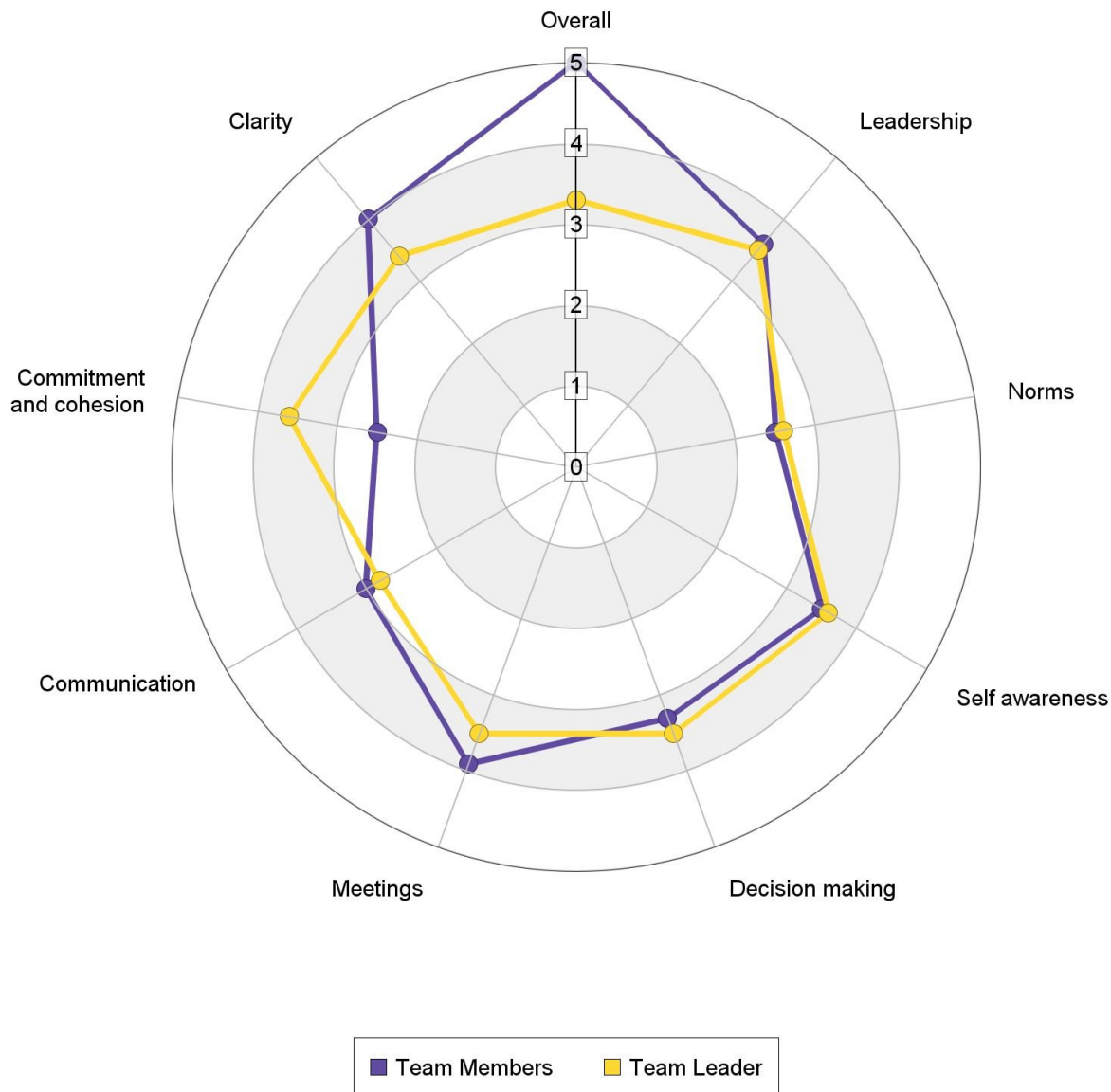
Scale Option	Assigned Value
not applicable	0
strongly disagree	1
disagree	2
neutral	3
agree	4
strongly agree	5

**Reverse scored items:** In order to make safeguard against response bias and to ensure that respondents read each question carefully, questions 3 and 6 in each category are negatively worded. In the final report, they are "reverse scored", meaning that the response that was given is subtracted from 6. This reverse scoring ensures that in the final report, higher scores are always better. For example, if a respondent answers question 3 "There is ambiguity on the team about what different team members are responsible for" with a "1" for "strongly disagree", that is reported as a 5. If the respondent answered "5" for "strongly agree" with question 3, that is reported as a 1.

# Team Competency Profile

Sample Team, 1/5/2018

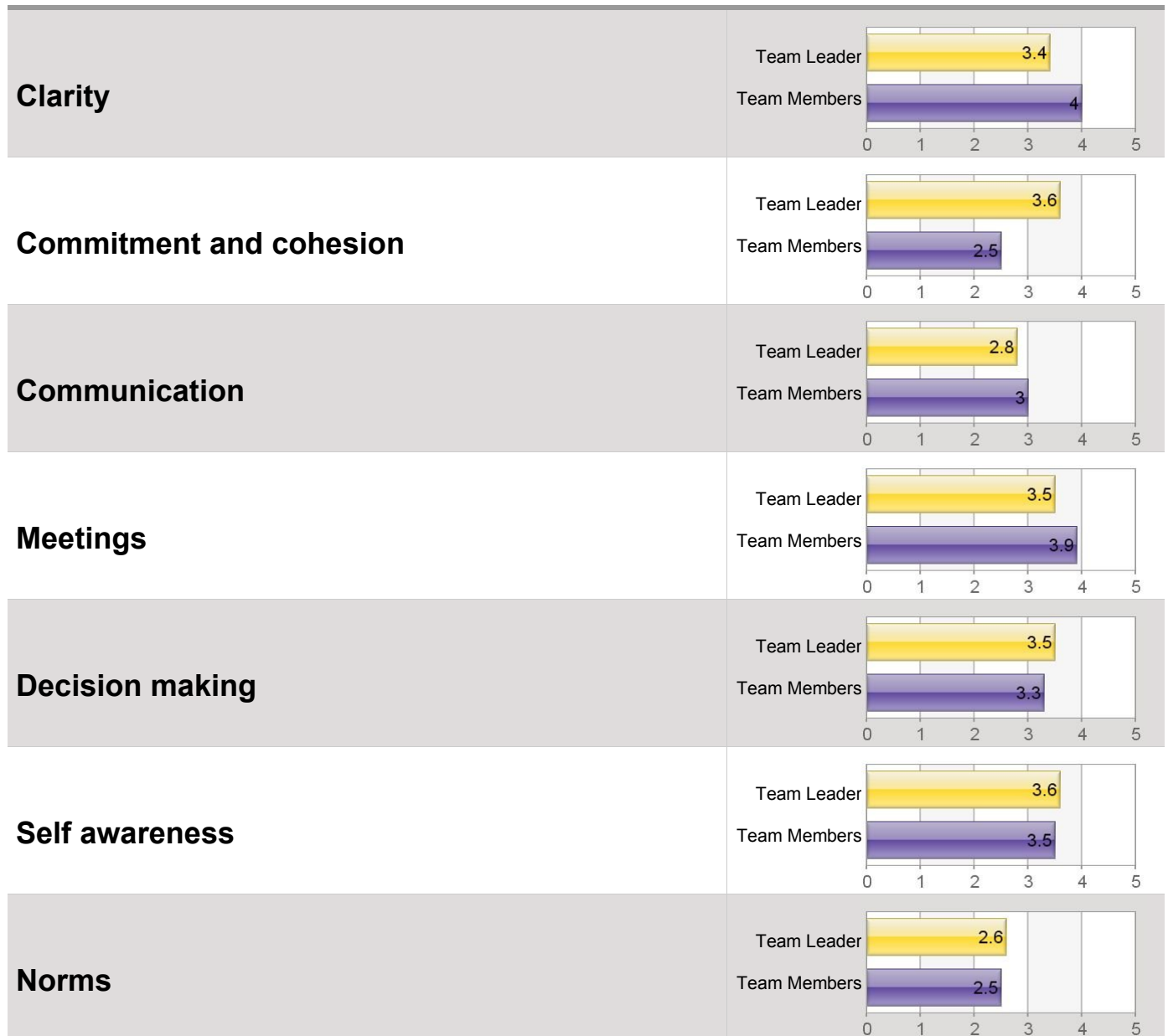
The Competency Profile radar chart below shows scores with each rating group across all Competencies. Radar charts are useful in easily spotting gaps between Rater groups' ratings of a team. More favorable scores fall toward the outside of the chart.



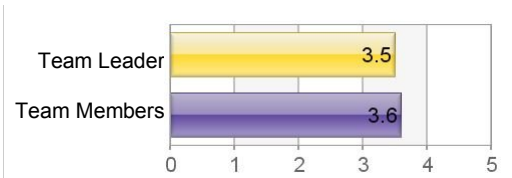
# Competency Summary

Sample Team, 1/5/2018

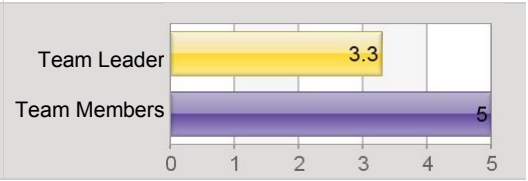
Summary of all competency groups sorted by Rater group.



## Leadership



## Overall

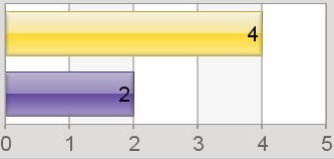
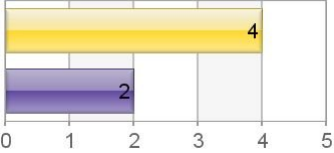
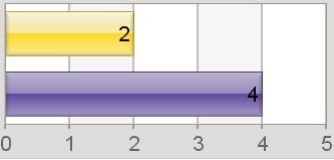
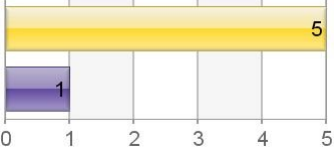
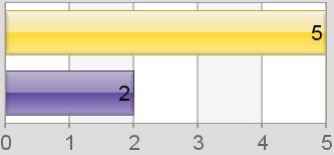
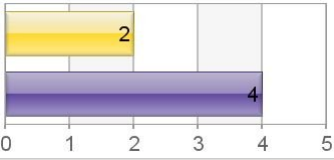
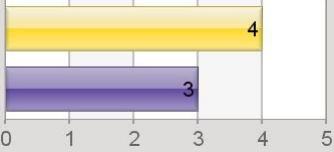
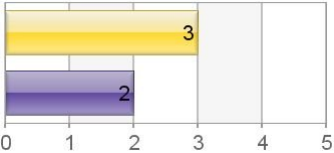


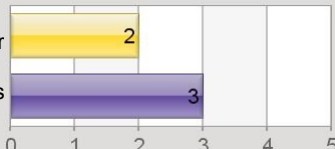
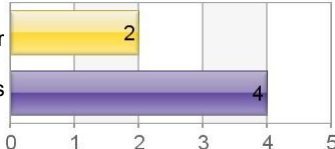
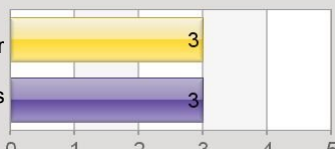
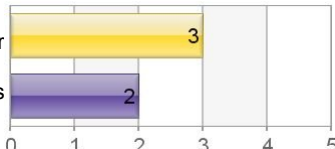
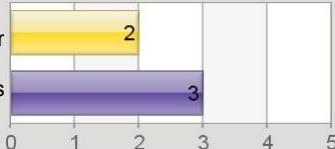
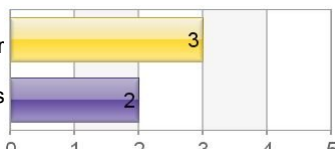
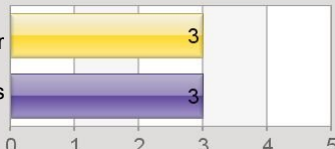
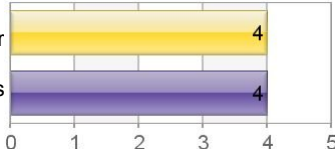
# Individual Survey Items

Sample Team, 1/5/2018

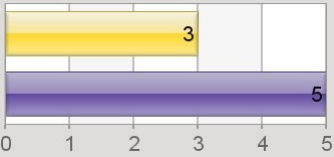
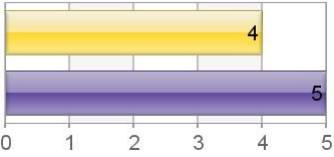
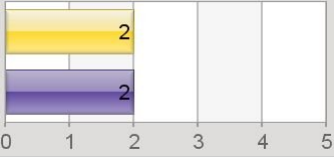
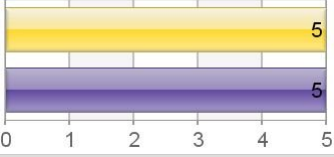
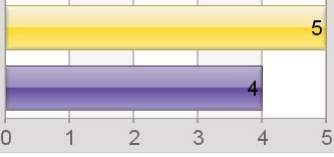
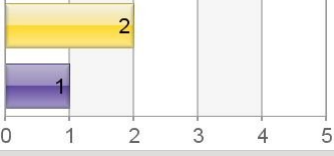
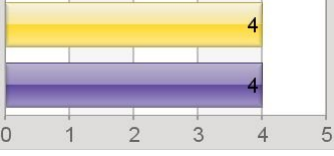
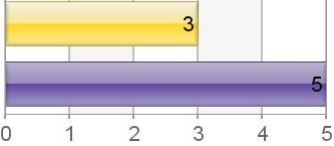
Graphs below show ratings on each survey item, sorted by Rater Group

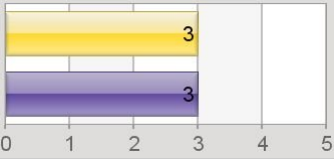
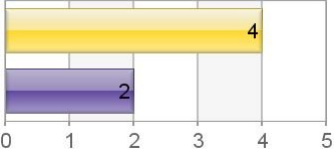
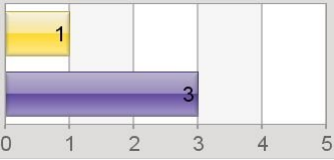
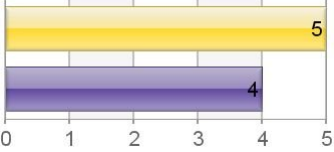
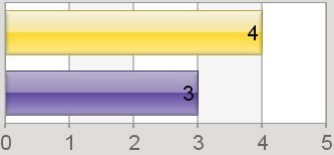
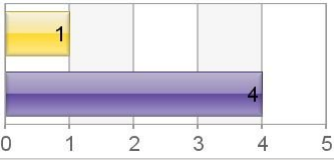
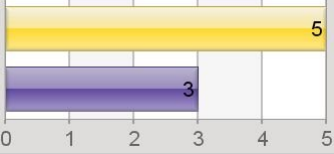
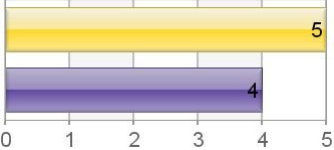
Survey Item	Responses by Rater Group										
<p><b>Clarity</b></p> <p>1. The team's function and purpose is clear</p>	<table border="1"> <tr> <td>Team Leader</td> <td>5</td> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>Team Members</td> <td>5</td> <td>5</td> <td>5</td> <td>1</td> </tr> </table>	Team Leader	5	5	5	1	Team Members	5	5	5	1
Team Leader	5	5	5	1							
Team Members	5	5	5	1							
<p><b>Clarity</b></p> <p>2. Individual roles, responsibilities and levels of authority are clear</p>	<table border="1"> <tr> <td>Team Leader</td> <td>5</td> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>Team Members</td> <td>4</td> <td>4</td> <td>4</td> <td>1</td> </tr> </table>	Team Leader	5	5	5	1	Team Members	4	4	4	1
Team Leader	5	5	5	1							
Team Members	4	4	4	1							
<p><b>Clarity</b></p> <p>3. There is ambiguity on the team about what different team members are responsible for (Reverse Scored Item)</p>	<table border="1"> <tr> <td>Team Leader</td> <td>1</td> <td>1</td> <td>1</td> <td>1</td> </tr> <tr> <td>Team Members</td> <td>1</td> <td>1</td> <td>1</td> <td>1</td> </tr> </table>	Team Leader	1	1	1	1	Team Members	1	1	1	1
Team Leader	1	1	1	1							
Team Members	1	1	1	1							
<p><b>Clarity</b></p> <p>4. The team as a whole receives clear feedback about its performance</p>	<table border="1"> <tr> <td>Team Leader</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Team Members</td> <td>4</td> <td>4</td> <td>4</td> <td>1</td> </tr> </table>	Team Leader	0	0	0	0	Team Members	4	4	4	1
Team Leader	0	0	0	0							
Team Members	4	4	4	1							
<p><b>Clarity</b></p> <p>5. Individuals on the team receive clear feedback about their performance</p>	<table border="1"> <tr> <td>Team Leader</td> <td>3</td> <td>3</td> <td>3</td> <td>1</td> </tr> <tr> <td>Team Members</td> <td>5</td> <td>5</td> <td>5</td> <td>1</td> </tr> </table>	Team Leader	3	3	3	1	Team Members	5	5	5	1
Team Leader	3	3	3	1							
Team Members	5	5	5	1							
<p><b>Clarity</b></p> <p>6. It is unclear what the team is collectively accountable for (Reverse Scored Item)</p>	<table border="1"> <tr> <td>Team Leader</td> <td>3</td> <td>3</td> <td>3</td> <td>1</td> </tr> <tr> <td>Team Members</td> <td>3</td> <td>3</td> <td>3</td> <td>1</td> </tr> </table>	Team Leader	3	3	3	1	Team Members	3	3	3	1
Team Leader	3	3	3	1							
Team Members	3	3	3	1							
<p><b>Clarity</b></p> <p>7. It is clear why the team is structured the way it is</p>	<table border="1"> <tr> <td>Team Leader</td> <td>3</td> <td>3</td> <td>3</td> <td>1</td> </tr> <tr> <td>Team Members</td> <td>5</td> <td>5</td> <td>5</td> <td>1</td> </tr> </table>	Team Leader	3	3	3	1	Team Members	5	5	5	1
Team Leader	3	3	3	1							
Team Members	5	5	5	1							
<p><b>Clarity</b></p> <p>8. The clarity of roles and responsibilities is becoming clearer over time</p>	<table border="1"> <tr> <td>Team Leader</td> <td>4</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>Team Members</td> <td>5</td> <td>5</td> <td>5</td> <td>1</td> </tr> </table>	Team Leader	4	4	4	1	Team Members	5	5	5	1
Team Leader	4	4	4	1							
Team Members	5	5	5	1							

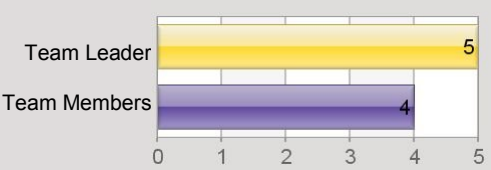
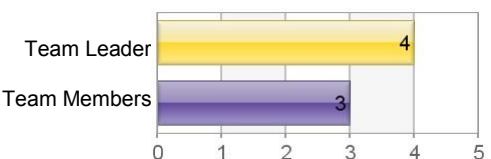
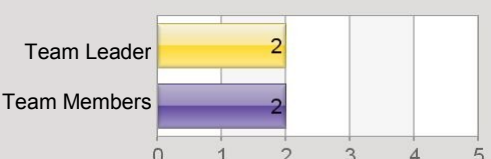
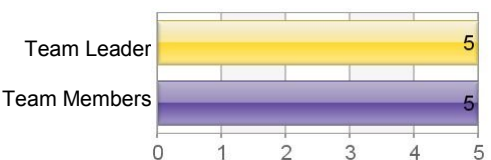
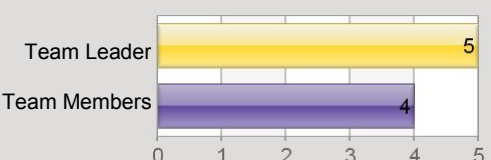
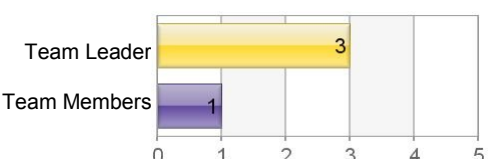
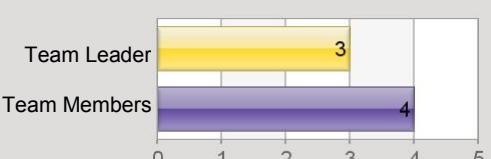
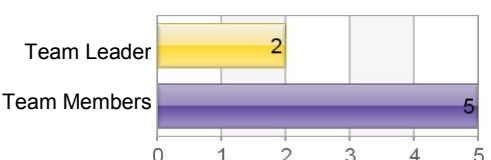
<p><b>Commitment and cohesion</b></p> <p>9. The members of the team are committed to the team's success</p>	 <p>Hi Lo n</p> <p>4 4 1</p> <p>2 2 1</p>
<p><b>Commitment and cohesion</b></p> <p>10. Members of the team enjoy, and are energized by, working with one another</p>	 <p>Hi Lo n</p> <p>4 4 1</p> <p>2 2 1</p>
<p><b>Commitment and cohesion</b></p> <p>11. The members of the team do not trust one another (Reverse Scored Item)</p>	 <p>Hi Lo n</p> <p>2 2 1</p> <p>4 4 1</p>
<p><b>Commitment and cohesion</b></p> <p>12. Individuals on the team are willing to sacrifice their individual interest for the good of the team as a whole</p>	 <p>Hi Lo n</p> <p>5 5 1</p> <p>1 1 1</p>
<p><b>Commitment and cohesion</b></p> <p>13. Members of the team feel a strong sense of collective accountability and interdependence</p>	 <p>Hi Lo n</p> <p>5 5 1</p> <p>2 2 1</p>
<p><b>Commitment and cohesion</b></p> <p>14. There are unproductive personal tensions between individual members of the team (Reverse Scored Item)</p>	 <p>Hi Lo n</p> <p>2 2 1</p> <p>4 4 1</p>
<p><b>Commitment and cohesion</b></p> <p>15. This is one of the most cohesive teams I have worked on in my career</p>	 <p>Hi Lo n</p> <p>4 4 1</p> <p>3 3 1</p>
<p><b>Commitment and cohesion</b></p> <p>16. Our ability to effectively collaborate with one another is increasing over time</p>	 <p>Hi Lo n</p> <p>3 3 1</p> <p>2 2 1</p>

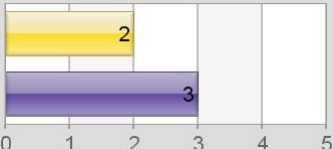
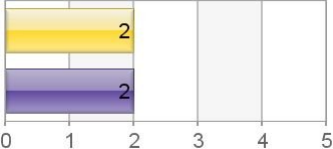
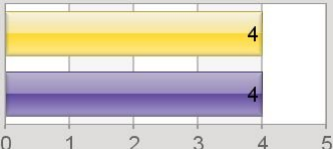
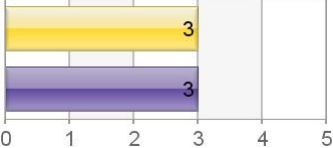
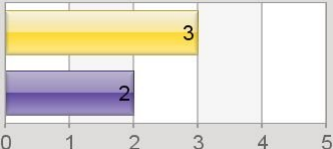
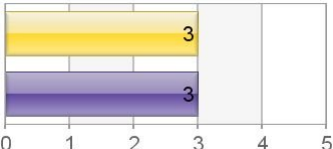
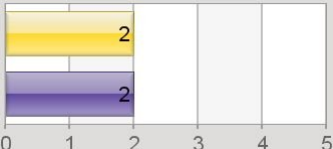
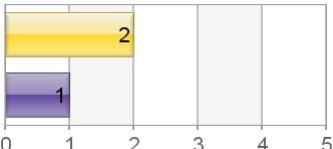
<p><b>Communication</b></p> <p>17. People on the team do their best to keep one another in the loop</p>	 <p>Hi Lo n</p> <p>2 2 1</p> <p>3 3 1</p>
<p><b>Communication</b></p> <p>18. There is open communication and people speak up and share their true feelings and concerns</p>	 <p>Hi Lo n</p> <p>2 2 1</p> <p>4 4 1</p>
<p><b>Communication</b></p> <p>19. It is unclear where members of the team stand on important issues (Reverse Scored Item)</p>	 <p>Hi Lo n</p> <p>3 3 1</p> <p>3 3 1</p>
<p><b>Communication</b></p> <p>20. Members of the team listen to one another and verify their shared understanding</p>	 <p>Hi Lo n</p> <p>3 3 1</p> <p>2 2 1</p>
<p><b>Communication</b></p> <p>21. The team speaks with one voice to the rest of the organization about critical issues</p>	 <p>Hi Lo n</p> <p>2 2 1</p> <p>3 3 1</p>
<p><b>Communication</b></p> <p>22. There are often elephants in the room and tensions and conflicts that the group does not surface or resolve (Reverse Scored Item)</p>	 <p>Hi Lo n</p> <p>3 3 1</p> <p>2 2 1</p>
<p><b>Communication</b></p> <p>23. When people disagree with one another, they do so in a constructive and respectful manner</p>	 <p>Hi Lo n</p> <p>3 3 1</p> <p>3 3 1</p>
<p><b>Communication</b></p> <p>24. The team's communication is improving over time</p>	 <p>Hi Lo n</p> <p>4 4 1</p> <p>4 4 1</p>

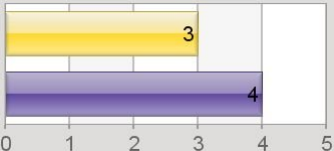
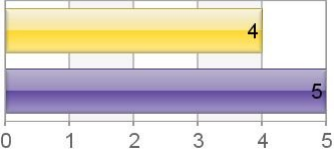

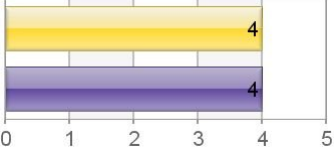
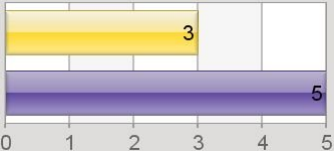
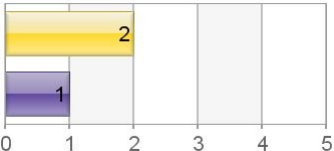
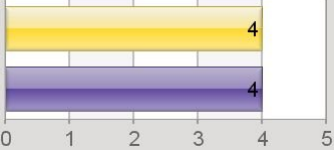


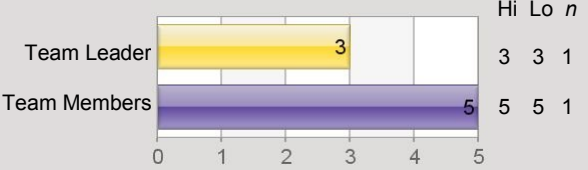
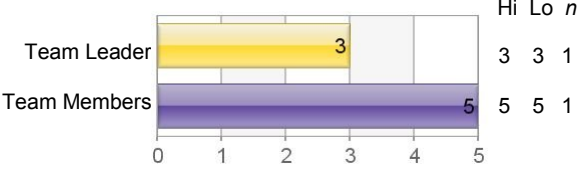
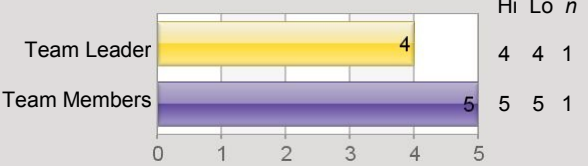
<p><b>Meetings</b></p> <p>25. The team's meetings are efficient and effective</p>	 <table border="1"> <thead> <tr> <th>Role</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Team Leader</td> <td>3</td> <td>3</td> <td>1</td> </tr> <tr> <td>Team Members</td> <td>5</td> <td>5</td> <td>1</td> </tr> </tbody> </table>	Role	Hi	Lo	n	Team Leader	3	3	1	Team Members	5	5	1
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<p><b>Meetings</b></p> <p>26. The team successfully structures its meetings most of the time</p>	 <table border="1"> <thead> <tr> <th>Role</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Team Leader</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>Team Members</td> <td>5</td> <td>5</td> <td>1</td> </tr> </tbody> </table>	Role	Hi	Lo	n	Team Leader	4	4	1	Team Members	5	5	1
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<p><b>Meetings</b></p> <p>29. At the end of meetings, accountabilities and next steps are clear to everyone</p>	 <table border="1"> <thead> <tr> <th>Role</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Team Leader</td> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>Team Members</td> <td>4</td> <td>4</td> <td>1</td> </tr> </tbody> </table>	Role	Hi	Lo	n	Team Leader	5	5	1	Team Members	4	4	1
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<p><b>Meetings</b></p> <p>31. Important decisions get made during the team's meetings</p>	 <table border="1"> <thead> <tr> <th>Role</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Team Leader</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>Team Members</td> <td>4</td> <td>4</td> <td>1</td> </tr> </tbody> </table>	Role	Hi	Lo	n	Team Leader	4	4	1	Team Members	4	4	1
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<p><b>Decision making</b></p> <p>33. The team arrives at decisions that are generally better than if decisions had been made by individuals on the team</p>	 <p>Hi Lo n</p> <p>3 3 1</p> <p>3 3 1</p>
<p><b>Decision making</b></p> <p>34. The team generally learns from bad decisions and does not repeat them</p>	 <p>Hi Lo n</p> <p>4 4 1</p> <p>2 2 1</p>
<p><b>Decision making</b></p> <p>35. The team takes too long to make decisions and misses opportunities as a result of delays (Reverse Scored Item)</p>	 <p>Hi Lo n</p> <p>1 1 1</p> <p>3 3 1</p>
<p><b>Decision making</b></p> <p>36. The team uses a good process for decision making, considering a wide enough set of scenarios and contingencies</p>	 <p>Hi Lo n</p> <p>5 5 1</p> <p>4 4 1</p>
<p><b>Decision making</b></p> <p>37. The team as a whole delegates the decisions to the appropriate individual members of the team</p>	 <p>Hi Lo n</p> <p>4 4 1</p> <p>3 3 1</p>
<p><b>Decision making</b></p> <p>38. The team rushes to judgment and makes decisions without having fully analyzed potential risks and rewards (Reverse Scored Item)</p>	 <p>Hi Lo n</p> <p>1 1 1</p> <p>4 4 1</p>
<p><b>Decision making</b></p> <p>39. Decisions are not made before everyone on the team has had an opportunity to share a point of view</p>	 <p>Hi Lo n</p> <p>5 5 1</p> <p>3 3 1</p>
<p><b>Decision making</b></p> <p>40. The quality of the team's decision making is improving over time</p>	 <p>Hi Lo n</p> <p>5 5 1</p> <p>4 4 1</p>

<p><b>Self awareness</b></p> <p>41. Individual members of the team are self-aware about how they come across to others</p>	 <table border="1" data-bbox="1388 157 1502 325"> <thead> <tr> <th></th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Team Leader</td> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>Team Members</td> <td>4</td> <td>4</td> <td>1</td> </tr> </tbody> </table>		Hi	Lo	n	Team Leader	5	5	1	Team Members	4	4	1
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<p><b>Self awareness</b></p> <p>42. Members of the team explicitly point out when the team has shifted strategy or direction</p>	 <table border="1" data-bbox="1388 336 1502 493"> <thead> <tr> <th></th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Team Leader</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>Team Members</td> <td>3</td> <td>3</td> <td>1</td> </tr> </tbody> </table>		Hi	Lo	n	Team Leader	4	4	1	Team Members	3	3	1
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<p><b>Self awareness</b></p> <p>43. The team does not recognize when it is repeating strategies or tactics that have not worked in the past (Reverse Scored Item)</p>	 <table border="1" data-bbox="1388 508 1502 665"> <thead> <tr> <th></th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Team Leader</td> <td>2</td> <td>2</td> <td>1</td> </tr> <tr> <td>Team Members</td> <td>2</td> <td>2</td> <td>1</td> </tr> </tbody> </table>		Hi	Lo	n	Team Leader	2	2	1	Team Members	2	2	1
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<p><b>Self awareness</b></p> <p>44. Members of the team admit mistakes, apologize, and share learnings with one another</p>	 <table border="1" data-bbox="1388 686 1502 844"> <thead> <tr> <th></th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Team Leader</td> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>Team Members</td> <td>5</td> <td>5</td> <td>1</td> </tr> </tbody> </table>		Hi	Lo	n	Team Leader	5	5	1	Team Members	5	5	1
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<p><b>Self awareness</b></p> <p>45. The team engages in periodic process checks to discuss how things are going</p>	 <table border="1" data-bbox="1388 858 1502 1016"> <thead> <tr> <th></th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Team Leader</td> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>Team Members</td> <td>4</td> <td>4</td> <td>1</td> </tr> </tbody> </table>		Hi	Lo	n	Team Leader	5	5	1	Team Members	4	4	1
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<p><b>Self awareness</b></p> <p>46. The team approaches tasks mindlessly, as if on autopilot (Reverse Scored Item)</p>	 <table border="1" data-bbox="1388 1033 1502 1190"> <thead> <tr> <th></th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Team Leader</td> <td>3</td> <td>3</td> <td>1</td> </tr> <tr> <td>Team Members</td> <td>1</td> <td>1</td> <td>1</td> </tr> </tbody> </table>		Hi	Lo	n	Team Leader	3	3	1	Team Members	1	1	1
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<p><b>Self awareness</b></p> <p>47. Individual members of the team are becoming more self aware over time</p>	 <table border="1" data-bbox="1388 1205 1502 1362"> <thead> <tr> <th></th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>Team Leader</td> <td>3</td> <td>3</td> <td>1</td> </tr> <tr> <td>Team Members</td> <td>4</td> <td>4</td> <td>1</td> </tr> </tbody> </table>		Hi	Lo	n	Team Leader	3	3	1	Team Members	4	4	1
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<p><b>Norms</b></p> <p>49. The team has developed good norms for most important aspects of the team's interactions</p>	 <p>Hi Lo n</p> <p>2 2 1</p> <p>3 3 1</p>
<p><b>Norms</b></p> <p>50. The team is willing to change its strategy and approach in order to adapt to change</p>	 <p>Hi Lo n</p> <p>2 2 1</p> <p>2 2 1</p>
<p><b>Norms</b></p> <p>51. The team does not handle conflict well with other teams or external entities (Reverse Scored Item)</p>	 <p>Hi Lo n</p> <p>4 4 1</p> <p>4 4 1</p>
<p><b>Norms</b></p> <p>52. Differences and diversity are welcomed and validated by the team</p>	 <p>Hi Lo n</p> <p>3 3 1</p> <p>3 3 1</p>
<p><b>Norms</b></p> <p>53. The team celebrates its accomplishments as a team</p>	 <p>Hi Lo n</p> <p>3 3 1</p> <p>2 2 1</p>
<p><b>Norms</b></p> <p>54. The team unfairly singles out certain members for credit when things go well or blame when things go wrong (Reverse Scored Item)</p>	 <p>Hi Lo n</p> <p>3 3 1</p> <p>3 3 1</p>
<p><b>Norms</b></p> <p>55. Meeting and exceeding the needs of internal and/or external customers is a priority for the team</p>	 <p>Hi Lo n</p> <p>2 2 1</p> <p>2 2 1</p>
<p><b>Norms</b></p> <p>56. The norms of the team are improving over time</p>	 <p>Hi Lo n</p> <p>2 2 1</p> <p>1 1 1</p>

<p><b>Leadership</b></p> <p>57. Power in this team is based on expertise rather than position or seniority</p>	 <p>Hi Lo n</p> <p>3 3 1</p> <p>4 4 1</p>
<p><b>Leadership</b></p> <p>58. The leader of the team provides coaching and cares about developing the capabilities of the members of the team</p>	 <p>Hi Lo n</p> <p>4 4 1</p> <p>5 5 1</p>
<p><b>Leadership</b></p> <p>59. The leader of the team acts too much like a member of the team to be able to effectively lead (Reverse Scored Item)</p>	 <p>Hi Lo n</p> <p>3 3 1</p> <p>1 1 1</p>
<p><b>Leadership</b></p> <p>60. Members of the team trust that the leader will be as supportive as possible</p>	 <p>Hi Lo n</p> <p>4 4 1</p> <p>4 4 1</p>
<p><b>Leadership</b></p> <p>61. The leader of the team provides support and empowerment to the team</p>	 <p>Hi Lo n</p> <p>3 3 1</p> <p>5 5 1</p>
<p><b>Leadership</b></p> <p>62. The team defers too much to its leader and does not make independent decisions (Reverse Scored Item)</p>	 <p>Hi Lo n</p> <p>2 2 1</p> <p>1 1 1</p>
<p><b>Leadership</b></p> <p>63. The leader of the team intervenes appropriately to help create an environment which is conducive to high team performance</p>	 <p>Hi Lo n</p> <p>4 4 1</p> <p>4 4 1</p>
<p><b>Leadership</b></p> <p>64. The leadership of the team is improving over time</p>	 <p>Hi Lo n</p> <p>5 5 1</p> <p>5 5 1</p>

<p><b>Overall</b> 65. I'm glad to be a member of this team</p>	 <table border="1" data-bbox="1388 157 1485 325"> <thead> <tr> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>3</td> <td>3</td> <td>1</td> </tr> <tr> <td>5</td> <td>5</td> <td>1</td> </tr> </tbody> </table>	Hi	Lo	n	3	3	1	5	5	1
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<p><b>Overall</b> 66. This team's performance is improving over time</p>	 <table border="1" data-bbox="1388 333 1485 501"> <thead> <tr> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>3</td> <td>3</td> <td>1</td> </tr> <tr> <td>5</td> <td>5</td> <td>1</td> </tr> </tbody> </table>	Hi	Lo	n	3	3	1	5	5	1
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<p><b>Overall</b> 67. This team is performing well</p>	 <table border="1" data-bbox="1388 510 1485 674"> <thead> <tr> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>5</td> <td>5</td> <td>1</td> </tr> </tbody> </table>	Hi	Lo	n	4	4	1	5	5	1
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## 10 Highest Rated Items

This report shows average weighted ratings for each of the top 10 rated items in the review.

Top 10 Items	Team Members	Team Leader
1. <b>Leadership</b> The leadership of the team is improving over time	5.0	5.0
2. <b>Self awareness</b> Members of the team admit mistakes, apologize, and share learnings with one another	5.0	5.0
3. <b>Meetings</b> It is clear during meetings who has what role and why	5.0	5.0
4. <b>Clarity</b> The team's function and purpose is clear	5.0	5.0
5. <b>Overall</b> This team is performing well	5.0	4.0
6. <b>Leadership</b> The leader of the team provides coaching and cares about developing the capabilities of the members of the team	5.0	4.0
7. <b>Self awareness</b> The team engages in periodic process checks to discuss how things are going	4.0	5.0
8. <b>Self awareness</b> Individual members of the team are self-aware about how they come across to others	4.0	5.0
9. <b>Decision making</b> The quality of the team's decision making is improving over time	4.0	5.0
10. <b>Decision making</b> The team uses a good process for decision making, considering a wide enough set of scenarios and contingencies	4.0	5.0

## 10 Lowest Rated Items

This report shows average weighted ratings for each of the bottom 10 rated items in the review.

Bottom 10 Items	Team Members	Team Leader
1. <b>Clarity</b> There is ambiguity on the team about what different team members are responsible for (Reverse Scored Item)	1.0	1.0
2. <b>Meetings</b> Team meetings are characterized by a high degree of dissatisfaction and frustration (Reverse Scored Item)	1.0	2.0
3. <b>Norms</b> The norms of the team are improving over time	1.0	2.0
4. <b>Leadership</b> The team defers too much to its leader and does not make independent decisions (Reverse Scored Item)	1.0	2.0
5. <b>Meetings</b> Members of the team often wonder why issues discussed in team meetings can't be resolved offline (Reverse Scored Item)	2.0	2.0
6. <b>Decision making</b> The team takes too long to make decisions and misses opportunities as a result of delays (Reverse Scored Item)	3.0	1.0
7. <b>Self awareness</b> The team does not recognize when it is repeating strategies or tactics that have not worked in the past (Reverse Scored Item)	2.0	2.0
8. <b>Self awareness</b> The team approaches tasks mindlessly, as if on autopilot (Reverse Scored Item)	1.0	3.0
9. <b>Norms</b> The team is willing to change its strategy and approach in order to adapt to change	2.0	2.0
10. <b>Norms</b> Meeting and exceeding the needs of internal and/or external customers is a priority for the team	2.0	2.0



## Additional Comments

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All respondents are asked to provide open-ended commentary. The comments below are presented exactly as they were entered by respondents.

### **Clarity: What questions or concerns do you have about the strategic direction of the department, goals or roles of the team?**

---

#### **Team Leader:**

---

Getting better, but still work to be done

#### **Team Members:**

---

Things are getting clearer now that strategic reviews are done

### **Decision making: What would you suggest to improve decision-making?**

---

#### **Team Leader:**

---

Majority rule isn't always best

#### **Team Members:**

---

Now that our mission is clearer, our decisions are more aligned