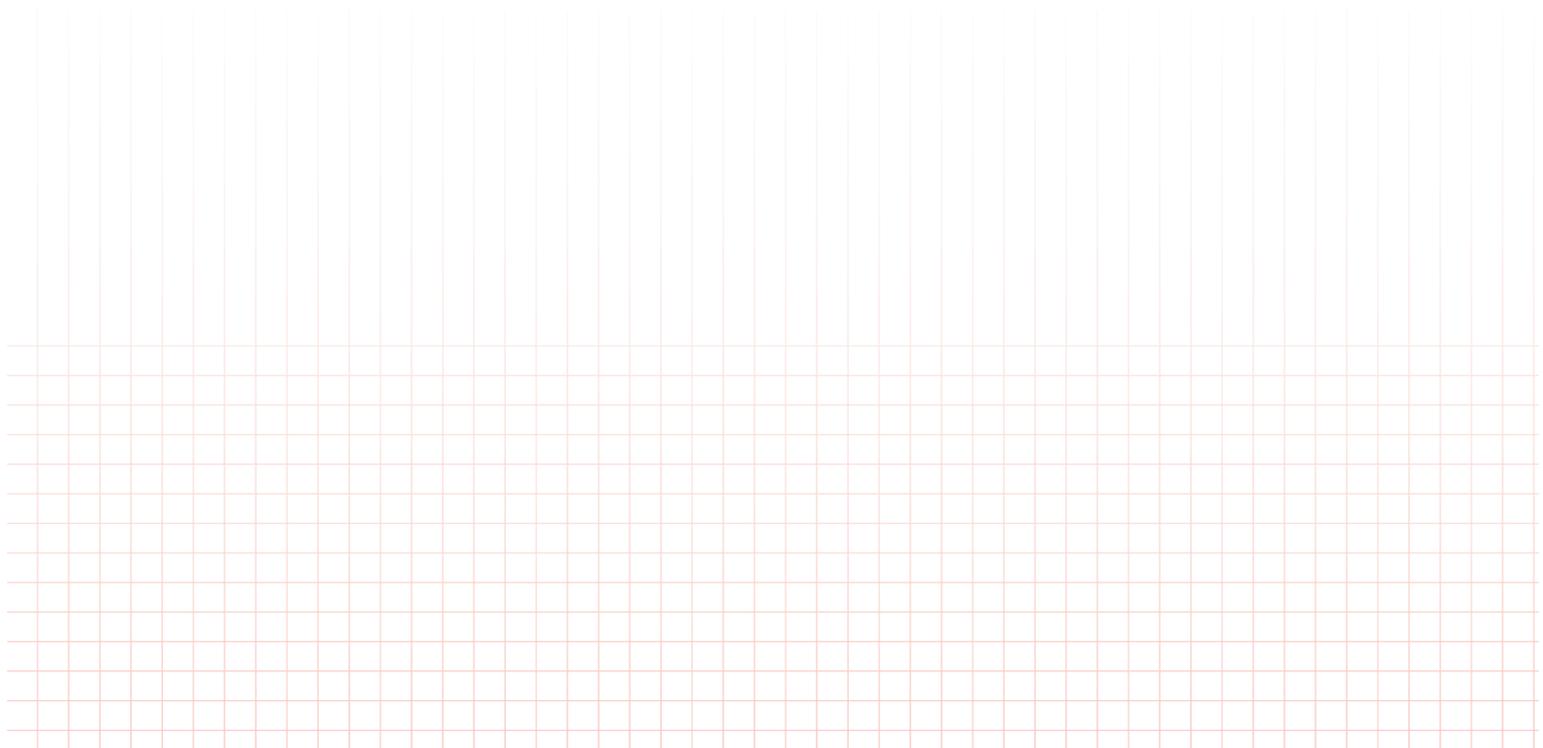




Team Effectiveness Survey

Stakeholder Results

Prepared for A.N. Example Management Team



Introduction

red10's 9 Dimensions of personal, team and leadership development provide a framework for development activity. The content of each Dimension has been derived from what has been found to be observably true over the course of twenty years of coaching and facilitating leaders and teams across a range of cultures, industries and sectors, both public and private.

The Team Effectiveness Survey - Stakeholders™ (TES-S) is designed to assess the extent to which your stakeholders perceive the team to be operating effectively when measured against the 9 Dimensions.

Your team results are derived from the amalgamated ratings chosen by all the respondents who completed the survey.

The results of the TES - Stakeholders provide a picture of the current level of team effectiveness and are a starting point for team discussions about what changes may be appropriate and would make the team more effective.

The TES - Stakeholders can be used to support a customised red10 Team Effectiveness Workshop or can be a valuable source of information for team discussions focused on team health.

Contents

Section 1 - Interpreting your Team's Results gives instructions for interpretation of the results of the TES-Stakeholders.

Section 2 - Results against the 9 Dimensions gives details of how your stakeholders perceive your team's current level of effectiveness when rated against each of the 9 Dimensions.

Section 3 - Overview offers the overall summary of your team's results.

The 9 Dimensions



Section 1

Interpreting your team's results

On each page in Section 2 you will find a description of one of the 9 Dimensions followed by your team's ratings. On the right hand side of the page you will see a vertical bar depicting a green, amber and red-coloured spectrum referred to as the 'Traffic Light'. Your team's overall rating is indicated on the Traffic Light by the position of a black diamond. The Traffic Light runs from Red at the top through to Amber in the centre and to Green at the bottom.

The further into the Green the black diamond is positioned, the more positively your stakeholders have rated your team's overall effectiveness.

The further into the Red the black diamond is positioned, the more negatively your stakeholders have rated your team's overall effectiveness.

Please see this example result based upon the Dimension of Identity.

In this example, the stakeholders' amalgamated ratings have positioned the black diamond towards the Green end of the spectrum suggesting that the team's stakeholders perceive the team to be very effective on this Dimension.

At the bottom of each page, you will see how the team's stakeholders have rated seven statements pertaining specifically to the Dimension in question. This information will help your team to identify specific areas for discussion and action.



Section 2

Results against the 9 Dimensions

The following respondents provided feedback as part of this survey:

- Ernest Hemingway
- Fred Dibnah
- Antony Blaire
- Georgina Brown
- Harry Rex
- Angela Ginola
- Antonio Beva
- Samantha Jones
- Grahame Smallbone
- Jon Jones
- Oliver Huthwaite
- Chloe Cartwright

Vision

What is Team Vision?

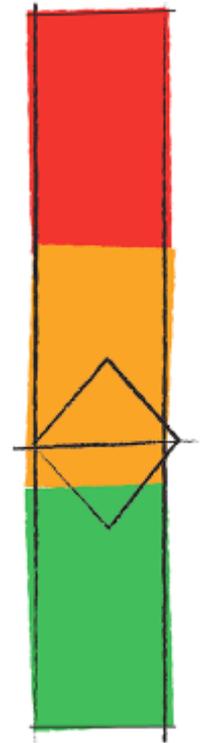
The word Vision is derived from the Latin verb 'videre' meaning 'to see'. For a team, a vision is the shared, compelling picture of the future for all to see; how the team wants to be and how circumstances will be when then team's purpose has been achieved. Teams with a clear vision readily attract others towards them who want to be part of that future. Excited by what the vision will bring, the energy team members create becomes infectious. Teams effective in the Vision Dimension are unlikely to find it hard to recruit new members and will find it easier to attract resources.

Teams' need a Vision to help them to understand the difference they want to make as a unit. The team's purpose is whatever they need to do or be to get them to their vision.

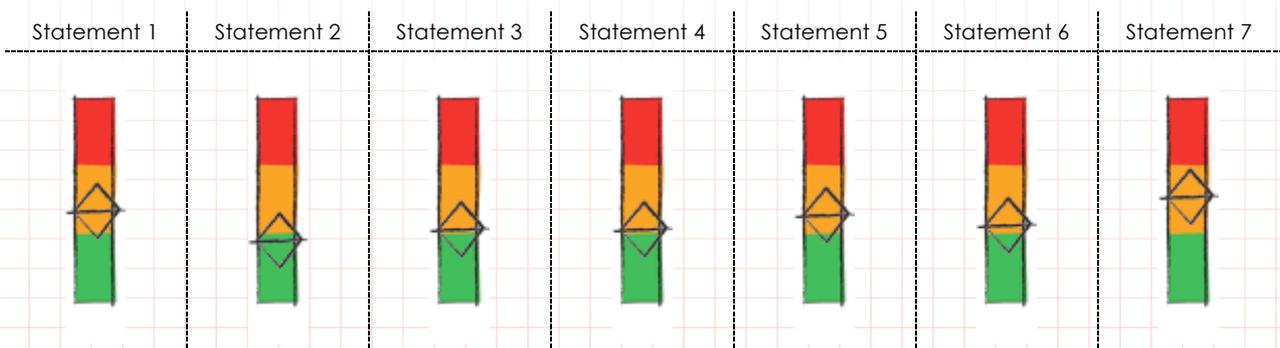
A team vision is considered to be compelling when members feel both excited by what will be and, at the same time, impatient to get there.

For the Dimension of Vision, your stakeholders have rated your team in the Amber Zone of the Traffic Light.

Please see below for a more detailed breakdown of your stakeholders' responses.



Breakdown of responses by statement



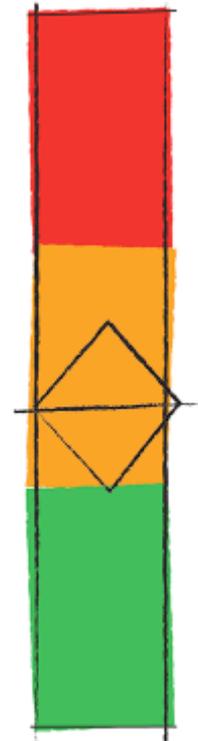
Reality

What is Team Reality?

A team's understanding of its Reality is the foundation upon which it will build all that follows. Shaky foundations deliver shaky results. Being unprepared to face and work with Reality is a common failing for teams. Human beings sometimes find reality hard to handle and therefore try to circumvent or deny it. Uncovering, facing and working with the truth is challenging. Team members need to keep honing the skills required to root out denial and self-delusion. Teams that can do this will build their plans on facts rather than assumptions and are therefore much more likely to succeed. They will be equipped to more successfully predict turbulence and prepare for challenging conditions.

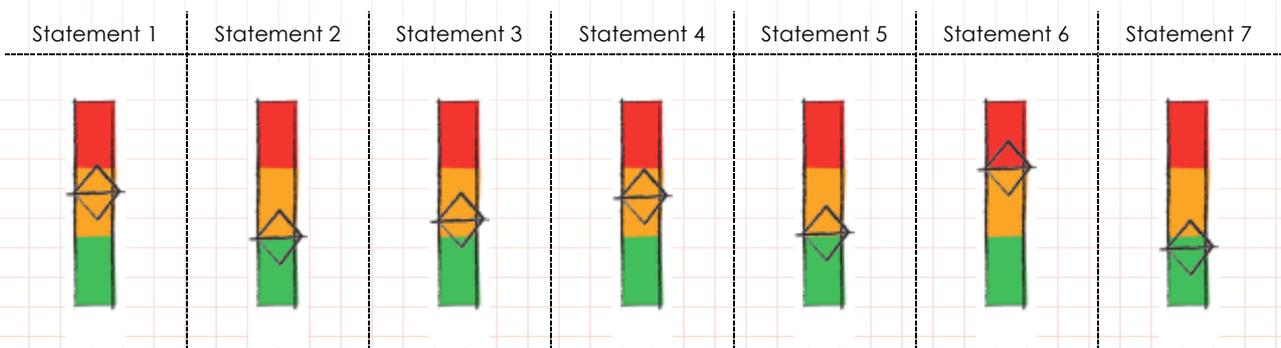
Team Reality is made up of everything its members hold to be true. Effective teams make an honest assessment of the resources they have at their disposal, what they can control and what they can influence and any 'givens' or constraints within which the team must work. Team Reality requires team members to develop the skills and courage to ask the difficult questions, challenge the 'sacred cows' and say what they really think. It requires team members to point out to each other those behaviours that do not support the identity, vision and values of the team.

For the Dimension of Reality, your stakeholders have rated your team in the Amber Zone of the Traffic Light.



Please see below for a more detailed breakdown of your stakeholders' responses.

Breakdown of responses by statement



Strategy

What is Team Strategy?

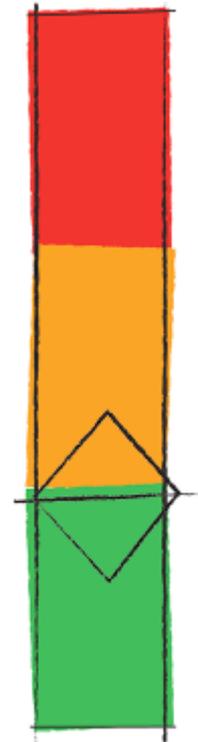
A team's Strategy is its 'road map' to reaching its vision and includes all that the fulfillment of the team's purpose will involve and require. Armed with a realistic appreciation of the team's resources in all its guises, team's Strategy is then usually embodied in a medium to long-range plan to which all members have contributed and signed up.

The Strategy Dimension includes the team's goals and policies and all the choices it makes to determine 'how' the vision will be realised and the purpose met. The plan requires the team to define and monitor the route it will take - its methods and boundaries, milestones, 'must-wins', priorities and success measures.

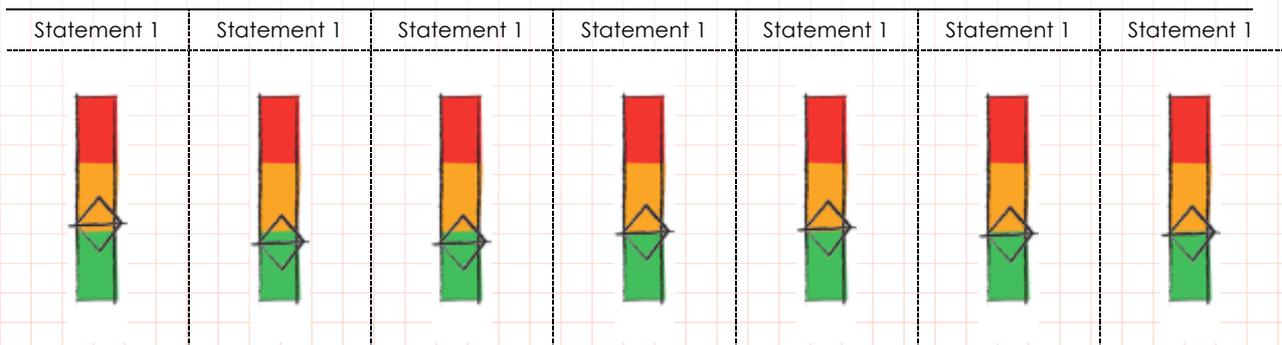
Having frequently asked 'what if?' questions and discussed worst, as well as best case scenarios, the team will be less vulnerable to shifts in the external environment. However, it remains important to review the strategy for ongoing fit with both the vision and reality.

For the Dimension of Strategy, your stakeholders have rated your team in the Green Zone of the Traffic Light.

Please see below for a more detailed breakdown of your stakeholders' responses.



Breakdown of responses by statement



Execution

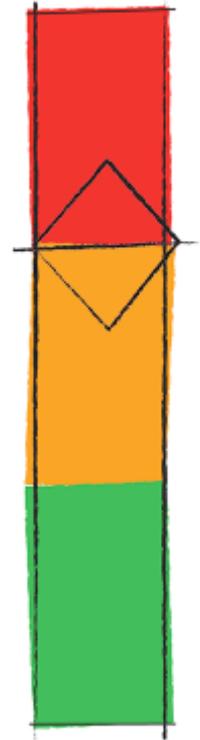
What is Team Execution?

The Dimension of Execution encapsulates what it takes to get things done with rigour and persistence. It involves the creation of the conditions required to execute strategy as efficiently as possible. Members of effective teams have clear, tangible objectives, feel able to make things happen, have access to resources including information and know what needs to take priority. Meetings are well-organised, efficiently run and appropriately attended. Team members do the right things as well as doing things right.

Execution is about action and follow-through, accountability and effective delegation. But, critically, it also requires an emphasis on outcomes rather than inputs and effective teams work hard to ensure the right relationship between the two, challenging themselves and others to do the same.

For the Dimension of Execution, your stakeholders have rated your team in the Red Zone of the Traffic Light.

Please see below for a more detailed breakdown of your stakeholders' responses.



Breakdown of responses by statement

