GlobeSmart Teaming Assessment

Blue Sky LLC : D&I Group (Eastern)

This report was generated on 12 Mar 2015

The results are based on completion of the survey by 15 team members.

Introduction

The primary purpose of this report is to provide your team with a sense of its general strengths and weaknesses, as well as the priority areas for action as determined by team members' input. Both quantitative and qualitative data will be displayed from the assessment. Team members will also see any significant response gaps between sub-groups of diverse team members based on the demographics of the team (i.e. gender, region of responsibility, etc.). There is a confidentiality rule that requires a minimum of 3 reviewers per subgroup in order for this data to appear.

In using this tool to assess your team's performance and areas for improvement, we would like to point out that often times the most helpful part of this process is the dialogue that is opened up by uncovering the causes of these results, then brainstorming an Action Plan for improvement. If you are not familiar with the Aperian Global "Global Team Effectiveness Model," which consists of seven critical elements of high-performing global teams, please take a look through the following description. If you do feel comfortable and familiar with the model, feel free to skip ahead to begin taking a look at your data.

Model

Global teams often have rich creative potential that exceeds that of purely domestic teams; they also frequently encounter difficulties in converging on a common direction and aligned set of actions. The Global Team Effectiveness Model depicts seven elements that are proven to be critical for global teams to be able to reach the highest levels of performance.
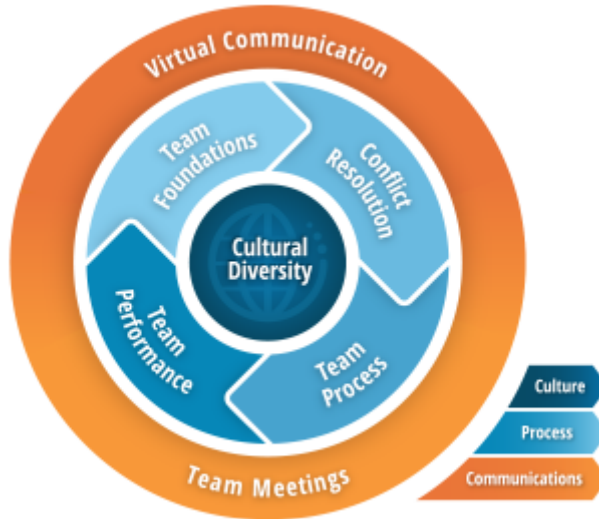
Element Definitions

Team Foundations: The team establishes common goals and clarifies the roles and responsibilities of each team member. There is a high level of trust among the team, and the members support the team leader.

Team Meetings: The team implements best practices for preparing for team meetings, facilitating meetings, and implementing action steps from meetings.

Conflict Resolution: Team members express disagreement constructively. There is a clearly understood escalation path for issues that the team may not be able to resolve on its own.

Virtual Communication: The team leverages communication technologies for maximum impact in a way that is effective for all team members.
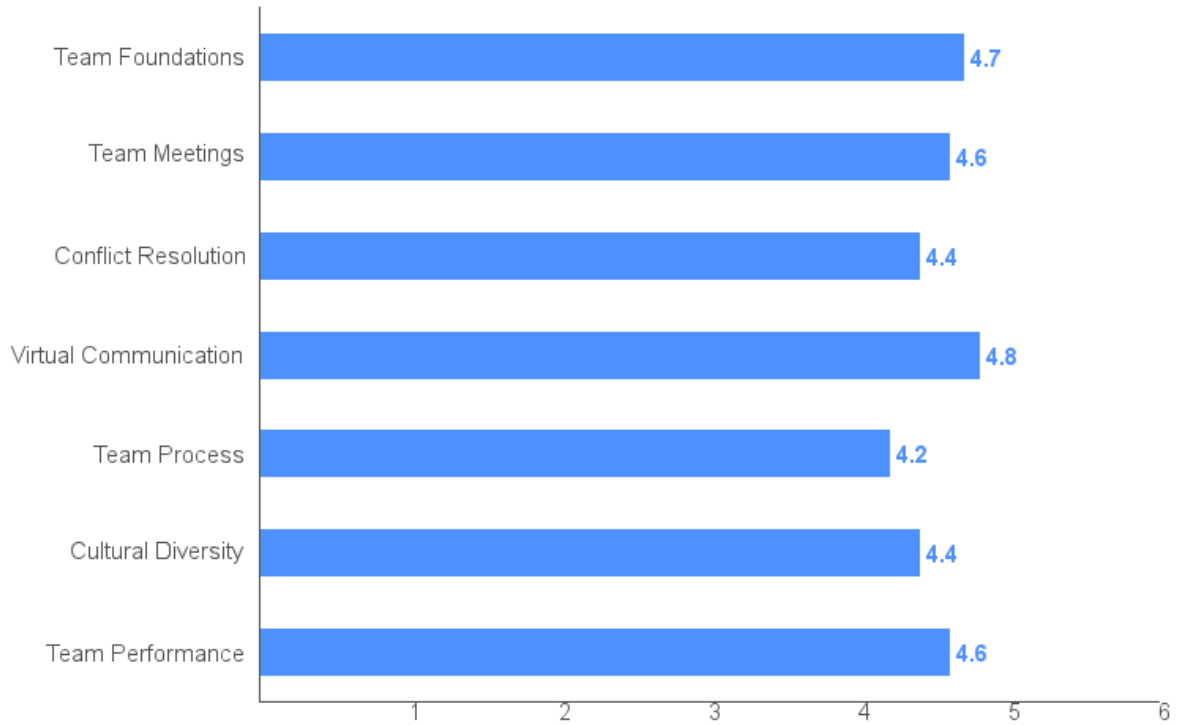
Team Process: The team utilizes different decision-making processes as appropriate, identifies key metrics for stakeholders, maintains focus on key priorities, makes use of appropriate reward systems, and has effective methods for shared learning.

Cultural Diversity: Team members increase their familiarity with different styles of thought and communication and learn to leverage the diverse backgrounds and skills of participants to increase team effectiveness.

Team Performance: The team achieves its performance goals, receives positive feedback from customers and constituents, maintains accountability for team members, and responds to changing external conditions in a timely manner.

Scores

The chart below displays the team's average score on each of the elements.

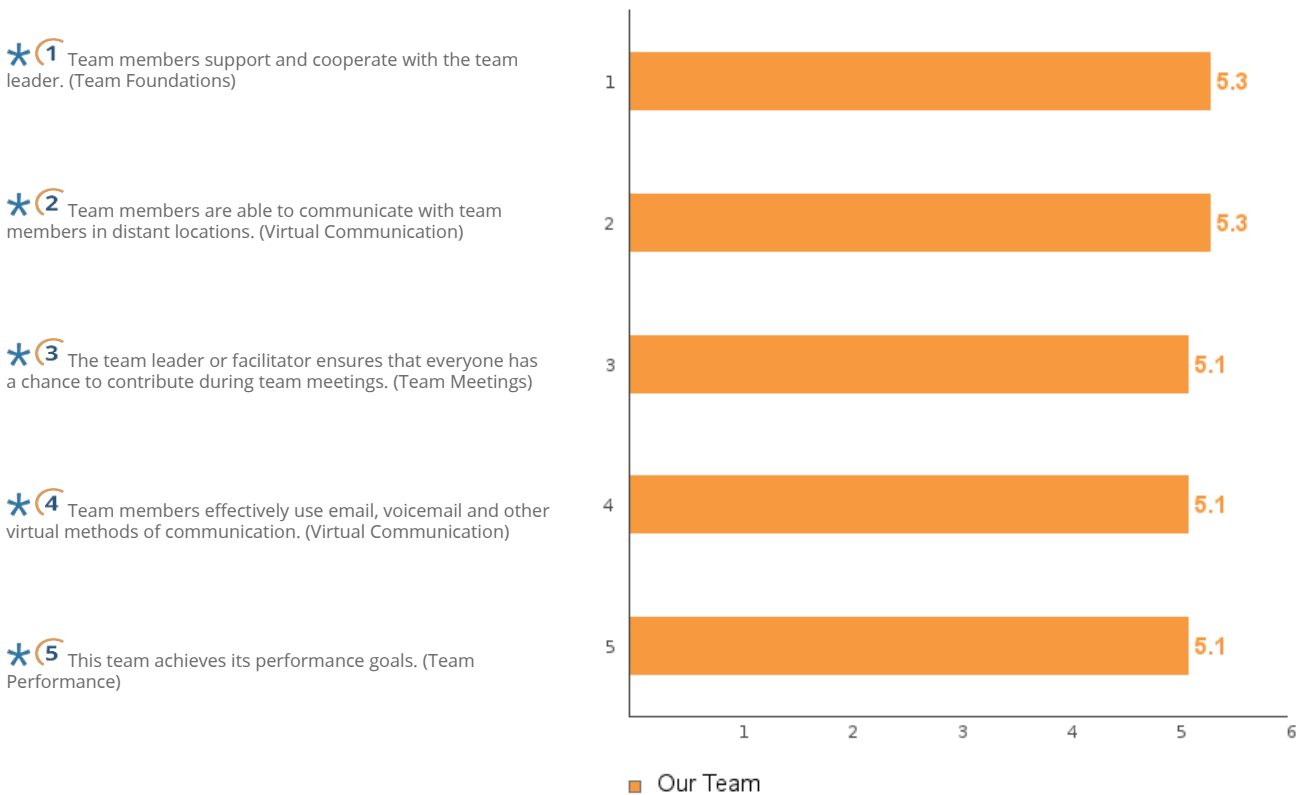|	
Team Foundations	4.7
Team Meetings	4.6
Conflict Resolution	4.4
Virtual Communication	4.8
Team Process	4.2
Cultural Diversity	4.4
Team Performance	4.6

Priorities

The chart below displays the frequency with which members of the team selected these elements as priority areas for action (ordered from highest frequency to lowest).

Team Foundations	12
Cultural Diversity	5
Team Process	5
Virtual Communication	3
Team Performance	3
Conflict Resolution	2

■ Our Team

Top Five Strengths

This chart displays the five survey items with the highest average scores across all the elements.

★① Team members support and cooperate with the team leader. (Team Foundations)

★② Team members are able to communicate with team members in distant locations. (Virtual Communication)

★③ The team leader or facilitator ensures that everyone has a chance to contribute during team meetings. (Team Meetings)

★④ Team members effectively use email, voicemail and other virtual methods of communication. (Virtual Communication)

★⑤ This team achieves its performance goals. (Team Performance)

Rank	Our Team
1	5.3
2	5.3
3	5.1
4	5.1
5	5.1

■ Our Team

What do you think are the team's main strengths? In your opinion, what are the main causes of those strengths?

Team Responses

High professional skills of individuals / credibility as being ambassadors and learning on the job

We have some talented individuals

We have a clear assignment of tasks and responsibilities --> We have subject matter experts who focus on their topics of expertise. We have open and constructive discussions about our work --> stable workforce with long-term friendships developed over time. We achieve our goals --> very high engagement for the topics we work on.

The expertise and experience of its members. Seniority and low fluctuation.

different cultural background and perspectives

- Professional skills and knowledge - Integrity of characters

The caliber of people in the key positions. Their geographical positioning to be able to serve our important markets e.g. Europe and North/South America's

- knowledge, experience, good leader - limited size, support of management, team members

*Support of senior management *Large number of experienced professionals with a commitment and passion for advancing SHE within the company, and a general lack of "politics" within the organization *Strong vision of management being responsible for implementing expectations *Willingness to set aspirational goals In general, strengths result from company's long-term approach to issues, commitment to sustainability as a business approach, and support of key function

Board and Executive support. The values and culture that have led to the existing organization.

Clearly accentuate the topic within the entire Group. Ambition to really be recognized as an equitable function to other important functions such as Finance, HR or Quality etc. as stated in our Policy. Main causes: a strong, knowledgeable and experienced leader of the entire team; experienced and knowledgeable team members.

All the Team members have Solid Technical / Educational backgrounds in specific disciplines (Some in the field and some outside of the field). Some members have defined expertise and in-depth knowledge of regulations and best practices. Specific team members works very closely and very well together to build consensus, so that Group speaks with one voice. Occasional conflicts with others outside Group have been observed that are often not resolved immediately, resulting in ineffective communications that require compromise and better use of interpersonal skills.
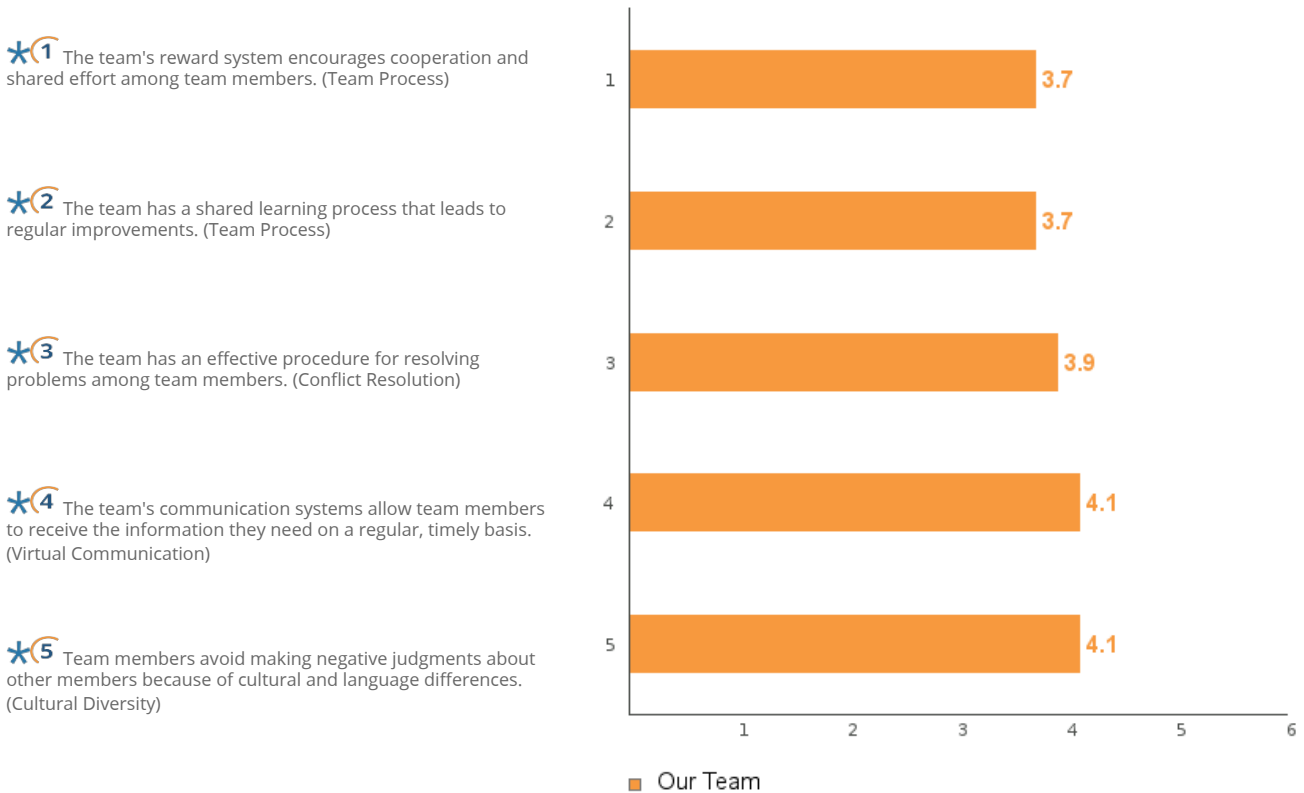
The Team's main strength is its ability to garner support for environmental sustainability initiatives with senior management. This is due to a long term focus and our ownership's commitment to run the company in a sustainable manner.

- high level of technical expertise - extreme high level of education - high specialisation - large freedom of working - convinced of the topic

A deep belief in the importance of what we do.

Top Five Weaknesses

This chart displays the five survey items with the lowest average scores across all the elements.

1 The team's reward system encourages cooperation and shared effort among team members. (Team Process)

2 The team has a shared learning process that leads to regular improvements. (Team Process)

3 The team has an effective procedure for resolving problems among team members. (Conflict Resolution)

4 The team's communication systems allow team members to receive the information they need on a regular, timely basis. (Virtual Communication)

5 Team members avoid making negative judgments about other members because of cultural and language differences. (Cultural Diversity)

Item	Score
1	3.7
2	3.7
3	3.9
4	4.1
5	4.1

■ Our Team

What do you think are the team's key weaknesses?

Team Responses
- Two subteams are too far away (cannot be changed) - Cultural differences which may lead to misunderstandings

- 2 different groups and reporting lines

-In some functional areas within the team , the individuals in "subject matter expert" roles do not have the experience and/or have not had the appropriate training, to play these roles. As a result, sufficient emphasis is not placed consistently in all of the SHE matters that we aspire to influence. When looking at the team's accomplishments there is a significant disparity as in some areas we are leaders among our peers, while in others we are clearly laggards. - While technically advanced academically in the "hard sciences", the team is not as well versed in interpersonal skills such as teamwork, communication, social awareness, motivation, negotiation and building relationships. These skills are critical if we are to achieve our mission to build awareness, motivate, inform, educate, audit and report.

Lack of priorities.

Not clearly defining, communicating, and continuously evaluating, objectives to ensure the Group is tracking to achieve its goals, mission, and vision.

Focusing on small details at the expense of larger issues. An inordinate amount of scrutiny of US sites while very little is done to manage sites outside the US

Cultural gaps Attitudes-we do it right, you do it wrong lack of customer focus Support of and communication with sites lack of business saavy lack of comfort in dealing with senior site management lack of attention to smaller sites with SHE needs

- no large weakness! - tiny weakness: cultural discrepancies between Europe and US East Coast

The two parts of the team - one being located in Switzerland and one in the U.S. - have different cultures. In principle this is an advantage as these different cultures are needed in different countries, but it makes collaboration between the two parts more difficult and sometimes we see misunderstandings.

*Lack of clear definition/understanding of roles & responsibilities *In some cases, a poor fit of individuals' skill set (technical and/or "soft" skills) with the work requirements. *In some cases, a lack of ability or willingness to be self-critical, accept input of others within the team.

Within our entire team it`s the geographical split of this group and in general the different cultural background. Within the entire Group there is some lacking support of the Divisions when it comes to implement our Group Directives and support the topic. And we as a team have to largely rely on information that is provided by local experts (Officers) at the different sites hired by the Divisions that have not the adequate education and background to properly do this important job; furthermore, there is also a high fluctuation in this job as it does not seem to be very well respected within the organization. Our influence to change this behaviour and attitude is only limited.

Everyone has his well-defined area of activity, there is little overlap between the fields of activity. This is not a typical team and it should not be compared to a typical team.

Audit program should require "guest or new auditors" to take an "oversight only" role. The audits are normally very program focused and should not be diverted to become a training session for guest auditors who may ask very basic information questions that could easily be researched before the audit which diverts the limited time available to address and identify potential large risk issues. Some of the written communications do not define specific actions for the sites and defined timelines. We need to do a better job on partnering on developing all communications to the sites that are clearly actionable. Another area of weakness is that   will often do job rotation/switches among its staff and individuals are immediately placed into lead positions where they have no expertise nor experience. This lack of a phased -in job transition plan has some understandable drawbacks although it is working to bring diversification over time to the staff.

different physical locations / different mindsets and cultures

We do not see or talk to each other across the ocean divide.

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Top Three Response Gaps by Demographic

This page displays the items that had the greatest differences in responses based on demographics of the team. The charts show the average rating that team members gave to these items, along with the demographic variables to which the team members belong. Note: To protect team members' anonymity, if there were fewer than three responses from a given demographic variable, that demographic is not shown in this report.

1 **Item:** The team does a good job of seeking to understand the needs of its customers or constituents before introducing new products or services.
Element: Team Performance

Languages with professional proficiency

more than 3: 5.7
1: 2.6
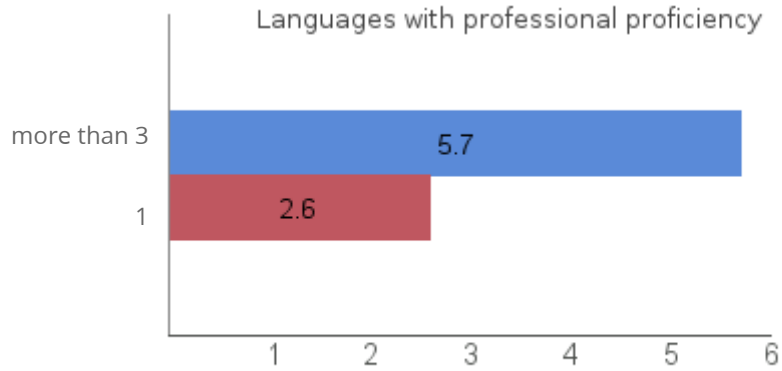
2 **Item:** All members of the team are clear on their roles and responsibilities.
Element: Team Foundations

Languages with professional proficiency

more than 3: 5.3
1: 3.2
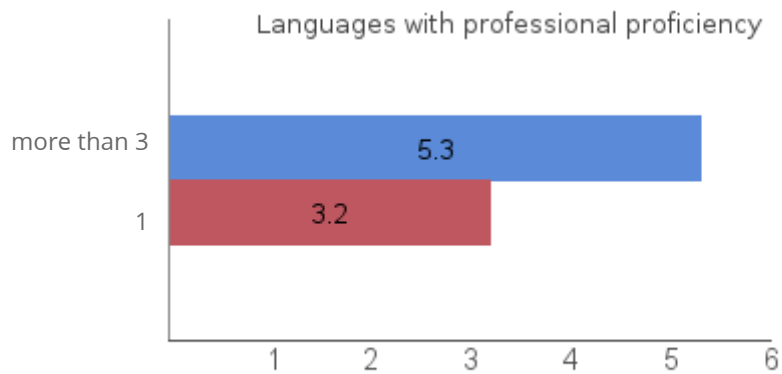
3 **Item:** The team receives the resources and cooperation it needs from other parts of the company.
Element: Team Foundations

Languages with professional proficiency

more than 3: 5.7
2: 3.7
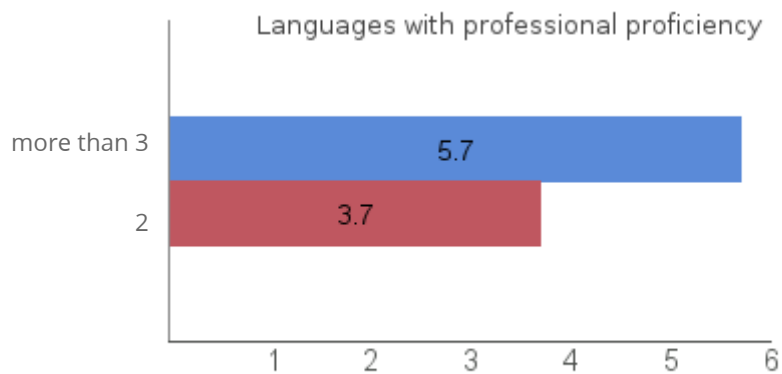
Survey Items Listed by Element

The next few pages display your team's results for each of the Elements of the survey along with summary advice. The Elements are displayed from lowest to highest score. The highest possible score is 6.0. The 'Team Average' column shows the average of your team members' ratings on each item. 'Type Avg' refers to the average scores of all teams of similar Type. 'Organization Avg' refers to the average score of all teams in your organization that have taken this assessment.

Element: Team Foundations

Item	Team Average
All members of the team are clear on their roles and responsibilities.	4.1
Team members have the skills they need to accomplish their tasks.	4.5
The team receives the resources and cooperation it needs from other parts of the company.	4.5
All members of the team understand and support the team's goals.	4.7
There is a high level of trust among team members.	4.9
Team members support and cooperate with the team leader.	5.3

Advice:

Meet face to face to kick off new teams or team initiatives if possible. Include both business and social time to build rapport, trust and clear expectations of behavior. Team members must get to know one another and build working relationships.

Build strong alignment by explicitly stating or co-authoring the team's mission and goals, and keeping them visible at all team meetings as well as for each team member individually.

Clarify and revisit team member roles and responsibilities often. Most global teams are also working virtually; research shows that virtual teams have a greater issue with the overlapping of roles and responsibilities as well as duplication of team member efforts.

Create structures, such as team processes or standards, which enable the success of teams from their start-up phase. This could be team agreements or a set of ground rules.

Ensure that all team members have the needed skills to accomplish their tasks.

Circulate biographical information before the team is launched and when new members enter. This gives everyone useful information and a point of departure for building personal relationships, and it also establishes the qualifications of team members who may be less vocal about their experience and capabilities.

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Element: Team Meetings

Item	Team Average
Team meetings produce clear conclusions and action steps.	4.3
Team meetings are well organized and discussions follow an agenda.	4.5
The team does a good job of implementing action steps after meetings.	4.5
Team members prepare sufficiently before team meetings.	4.7
All members of the team share their own ideas openly during meetings.	4.7
The team leader or facilitator ensures that everyone has a chance to contribute during team meetings.	5.1

Advice:

Establish a standard policy regarding meeting preparation and systems to help ensure that members from all locations have the opportunity to prepare themselves adequately for each meeting.

Provide team members with materials prior to a meeting. This gives people time to prepare and to contribute more productively. It allows them the time to fully review information, raise issues of concern, and come up with constructive suggestions that they may not have had the time to formulate if asked to respond immediately. Having access to the information ahead of time also makes it easier for team members who may be reading in their second language.

Hold advance one-on-one meetings with key participants when the meeting is going to cover new or controversial issues. This gives each individual the opportunity to hear ideas beforehand, voice doubts or critical views, and ask questions without feeling foolish in front of a group. This is particularly useful for global team members who might have an issue with language during a fast paced meeting. It also makes them feel that their input is valued and has been taken into consideration.

Establish meeting norms or ground rules to ensure meetings run smoothly and consistently (i.e. saying your name before you speak). Facilitators must hold team members to these agreements, and must role model them as well.

Promote balanced participation during meetings by using a range of facilitation techniques to draw quieter or lower level participants into the dialogue. Break into discussion groups with "report back", seek "round robin" input at the end of each topic to hear from everyone, utilize the whiteboard/chat/polling functions of web technology to gather non-verbal input. Ask team members what type of meeting style they prefer, and what they feel can or should be accomplished. Flexibility and mutual adaptation are essential. Successful teams ultimately create their own "third culture" which blends the contributions and styles of all team members.

Ask team members to confirm their understanding to ensure clear action steps. In some cultural settings the "yes" response may be used to indicate that one is listening without necessarily signifying agreement or commitment. It is a good idea to ask team members to confirm what they will do with their own words rather than simply rely on a yes/no answer. When they volunteer specific dates, quantities, and so on, it is more likely that the commitment is real.

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Element: Conflict Resolution

Item	Team Average
The team has an effective procedure for resolving problems among team members.	3.9
Team members voice disagreements openly and constructively.	4.3
Each team member is willing to be flexible and make sacrifices for the success of the team effort.	4.4
Team members give and receive critical feedback in a constructive manner.	4.5
Even when conflicts arise, team members stay focused on common objectives and areas of agreement.	4.6
There is a clear and efficient path of escalation when a conflict cannot be resolved by the team members who are directly involved.	4.8

Advice:

Proactively build a "need for conflict" team dialogue. Teams need conflict; it's a natural and predictable process of their development. The more a team attempts to avoid or smooth over conflict, the less effective they will be in the future.

Focus on developing the ability of team members to manage their own interpretations and judgments. Learning to work with conflict requires skill. Encourage them to refrain from jumping to quick negative judgments about other team members. Try to understand the motivations of team members from their own diverse perspectives. Work towards assuming good intentions from the start.

As early as possible in a team's lifecycle, co-create a procedure for resolving problems among team members. Agree on acceptable conflict behaviors, and build awareness for cultural expressions of conflict. Train as a team in how to give and receive feedback constructively.

Find a way to refocus team members on common goals and shared interests when conflict arises.

Ensure there is a clear and efficient escalation path when a conflict cannot be resolved by the team members who are directly involved.

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Element: Virtual Communication

Item	Team Average
The team's communication systems allow team members to receive the information they need on a regular, timely basis.	4.1
The team effectively combines face-to-face interactions with virtual communication.	4.5
The team effectively uses web-based technology to exchange important information.	4.8
The team is creative in choosing the communication technology (e.g, email, voicemail, telephone, audio-conference, video-conference, web-based meetings) that best meets the needs of work in different circumstances.	5.0
Team members effectively use email, voicemail and other virtual methods of communication.	5.1
Team members are able to communicate with team members in distant locations.	5.3

Advice:

Establish practices for effectively choosing virtual communication tools. Members of global virtual teams must be able to match the appropriate technology with each team activity, and then be able to use it effectively. Strategy and media richness or social presence may be used to guide choice of technology.

Use technologies that are available to all team members, no matter what their location is, so that no one is placed at a disadvantage. Conduct a needs assessment to determine what technologies are available or appropriate for each site where team members are located. Often, the most sophisticated technologies are the ones that end up causing the most delays, greatest frustration, and highest implementation costs. The best rule of thumb is to keep it simple; pick a combination of technologies that you know will be simplest to implement and maintain.

Ensure that everyone is adequately skilled at using all of the technology options necessary for effective virtual communication. Use technologies with which all members are comfortable and that give everyone on the team equal benefits. Provide technical training to team members so there is an equal standard of competence and comfort throughout the team.

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Element: Team Process

Item	Team Average
The team has a shared learning process that leads to regular improvements.	3.7
The team's reward system encourages cooperation and shared effort among team members.	3.7
The team has accurate and objective metrics in place to measure the results of its work.	4.1
Team goals are translated into clear tasks and deadlines.	4.4
The team has an effective decision-making process that reflects the input of team members.	4.4
Team members maintain a continuous focus on high priority action items.	4.6

Advice:

Create a process for effectively translating team goals into tasks and deadlines. This process should include team members, to strengthen their commitment to the results. Set up a reward or incentive system that encourages shared effort and cooperation.

Develop understanding of how decisions will be made and who will be involved. Build awareness of different decision-making styles in different cultural contexts. Utilize a role clarification tool such as the RACI Matrix to ensure team member's understand their involvement in decisions.

Map team workflow clearly and explicitly for teams working asynchronously and across cultures. "Handoff" processes should be co-authored and technically supported to ensure smooth team operations.

Ensure there is a structure or method to capture the team's learning. Utilize this shared learning process to enable and support improved overall performance goals.

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Element: Cultural Diversity

Item	Team Average
The team generates creative solutions by incorporating the contributions of members from various cultural backgrounds.	4.1
Team members avoid making negative judgments about other members because of cultural and language differences.	4.1
Each member of the team is willing to try new ideas offered by members from different cultures.	4.2
All team members are willing to listen carefully to different cultural perspectives.	4.5
There is a shared sense of humor among all team members that transcends cultural boundaries.	4.6
Different cultural groups on the team mix easily with each other.	4.6

Advice:

Invest in a cultural foundation assessment that helps the team to understand and work effectively with diverse team members. Team leader and team members must share the responsibility to create ties between team members that transcend the boundaries of cultural sub-groups and emphasize a common vision and common goals.

Develop careful cross-cultural listening skills among team members. Faced with language differences and subtle verbal or nonverbal cues, it is easy for team members to hear what they expect to hear rather than to grasp unexpected news about customers, markets, management practices, product design ideas, and so on. For real understanding and communication to take place, deliberate attention must be paid to drawing out the meaning of the speaker and exploring new ideas and communication patterns. Allowing adequate space for your team members' input is essential for building trust, credibility and buy-in on the team's goals.

Try new ideas offered by different cultural team members. While the process may feel uncomfortable or different to some team members, it is shown that diverse approaches to solving problems result in innovative and more productive solutions.

Build a shared sense of humor on the team through being sensitive to what is inappropriate humor for team members. Some experts suggest that humor should be avoided in intercultural situations totally. Inappropriate humor can be offensive, reflecting badly on the person who uses it and offending, angering, or confusing the others who are on the receiving end. Teams that are able to build a shared sense of respectful humor have higher productivity levels and member engagement.

Element: Team Performance

Item	Team Average
The team does a good job of seeking to understand the needs of its customers or constituents before introducing new products or services.	4.2
All members of the team complete their assigned tasks satisfactorily and on time.	4.4
Customers/constituents respond positively to the results of the team's performance.	4.4
The team reacts to changes in external conditions in a timely manner.	4.5
The team achieves its goals and maintains positive personal relationships among team members.	4.8
This team achieves its performance goals.	5.1

Advice:

Set milestones for the team to achieve at periodic intervals, starting with more closely spaced milestones early in the team's development. This is particularly important for a team whose members come from diverse backgrounds. When the team has committed to meet a series of deadlines or other goals, quantitative or qualitative, it becomes easier to track both short-term and long-term progress, and to address issues proactively. In this way, the team leader can also better understand at an early stage whether the commitment of team members is real or apparent.

Ensure that team systems or norms agreed upon during the earlier stages of team development enable and motivate the team to attain performance objectives. Team members should take full responsibility for team-focused task achievement as well as maintaining positive personal relationships.

Be conscious of changing external conditions. Adjust goals and course of action when customers or constituents require change.

Utilize boundary spanning behavior as a deliberate strategy to communicate frequently with others outside the team, including people at higher levels in the organization, in order to promote the team, secure resources, and protect the team from interference.This is the principle means by which critical information about a team's progress is conveyed.Teams that engage in boundary spanning are generally perceived to be more effective and are more likely to achieve team goals.

Open-Ended Responses

In your opinion, what should this team do to improve its performance? (Please be as specific as possible.)

Team Responses
- More f2f meetings to better understand the differences of cultures and in interpretation of Group requirements (better alignment) - Try to solve misunderstandings immediately - Emphazise the role and responsibility of each member

Lay out what needs to be done globally and make sure it is all getting addressed

Attempt to address the issues identified above: - Provide training as needed; supplement teams when required to ensure that individuals with both technical and interpersonal skills contribute - Roles and responsibilities within the team should be clearly delineated taking into account the issues identified above. - Better utilize collective team strengths. Generally speaking, people who are not highly technical should not be doing technical work, while those who are not as strong inter-personally should not be performing tasks that require these skills.

Develop shared SMART objectives that position the team to achieve established goals, mission, and vision.

In a "black and white world" I would also say that   does not seem to work together as a real team. This is because of the geographical split and the different roles and responsibilities that are not entirely clear to everybody in this group. But even so, the overall performance is very good and according to that, no need to change actually.

clearly define areas of responsibility, in Basel and correspondingly in the US members of areas of responsibility should meet at least twice a year in person and spend time to discuss cases, common goals, values, common understandings on issues and ways forward

Set up fixed meetings between the 2 groups of people

set priorities

Perform this team analysis and - based on it - the planned team workshop. This should increase each other's understanding of how they work and why this is good.

*Develop a practice of actively and openly discussing "performance improvement" as a team issue. *Encourage open discussion of problems and conflicts; See these conflicts as great opportunities for learning, growth and improvement. *Recognize strengths and limitations of team members and organize work accordingly (e.g., utilize strengths; provide support/oversight for weaknesses. *Include criteria related to "team performance" as part of performance expectations and evaluation process

establish longterm and meaningful relationships Understand the business. Put yourself in the shoes of an officer. Understand their challenges

- Clarify the organizational question; What are the roles of each individual? What will change? How will be the interaction? - Clarify the situation.

Better communication (also informal) among the experts that deal with the same subject matters. There is very seldom the need to involve the whole team.

- simplify the structure - align activities

1. As group, we need to more closely focus audits on potential high risk issues including a component on compliance with local regulations in the EU and other countries outside of the US (where regulatory focus is a key audit component.) 2. We need to do more to support new SEO's who come into their positions very "green" and unaware of our internal Directives. An SEO mentoring program should be considered for those in need. 3. Effective communication

is paramount and we should be quick to resolve any personality conflicts or differences of opinions that may cause animosity with our customers.