Global Team Assessment

Sample Report

This report was generated on 31 Jan 2019

The results are based on completion of the survey by 10 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

Diverse teams often have rich creative potential, but 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.

Inclusion: 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.
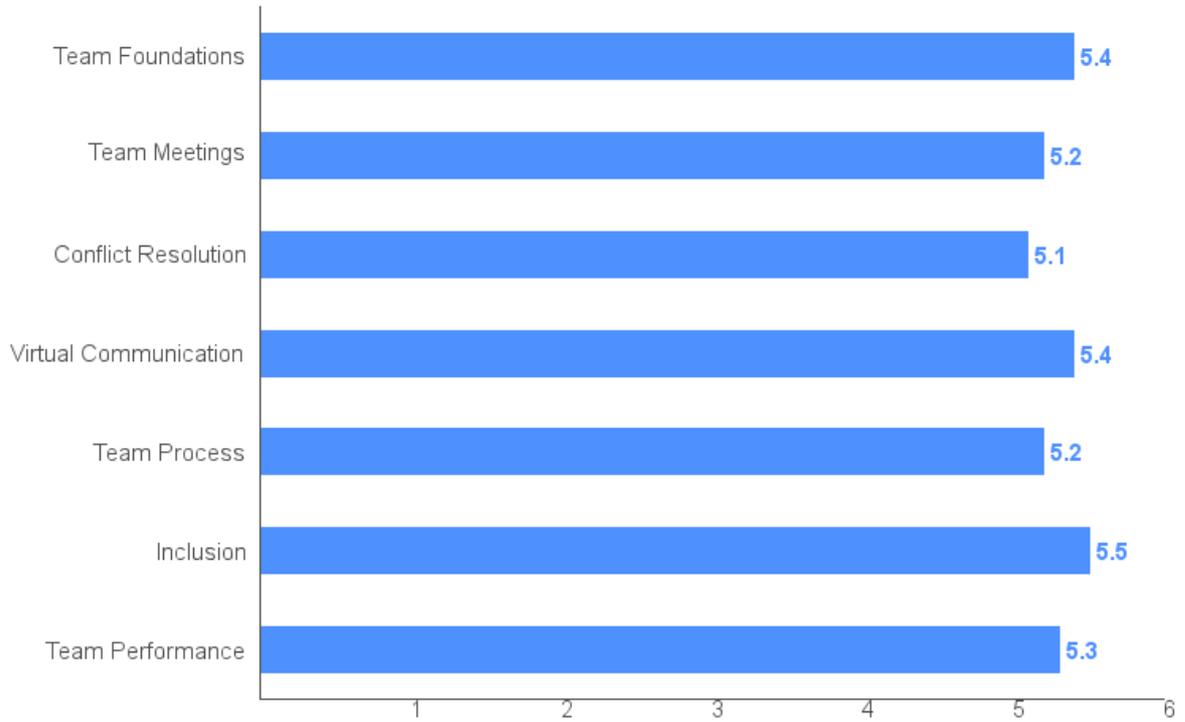

Priorities

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).

Top Five Strengths

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

★ ① Team members are able to communicate with team members in distant locations. (Virtual Communication)

★ ② Team members maintain a continuous focus on high priority action items. (Team Process)

★ ③ Team members support and cooperate with the team leader. (Team Foundations)

★ ④ Each team member is willing to be flexible and make sacrifices for the success of the team effort. (Conflict Resolution)

★ ⑤ People from different backgrounds on the team mix easily with each other. (Inclusion)

Legend: Our Team | Organization Avg.
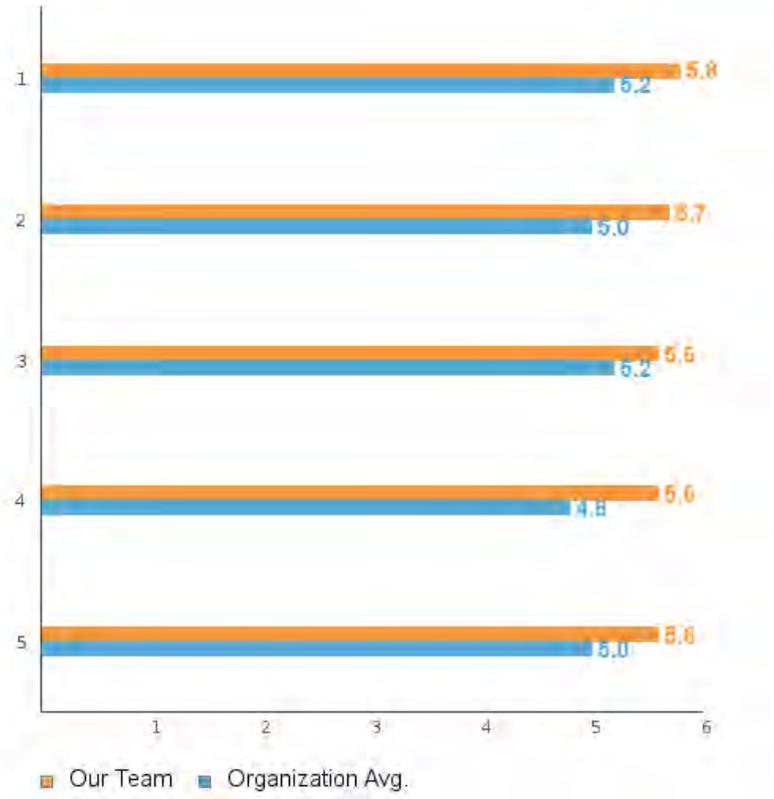
What do you think are the team's main strengths? In your opinion, what are the main causes of those strengths?

Team Responses

Great team work. Trust and communication.

Team work.

Trust and collaboration. Empowerment.

Team Member has in-depth knowledge of their assigned project(s) and tasks to be executed. We can approach these member if needs arises.

One of our team's main strengths is our leader and effective leadership. It is the ability of the leader/leaders to manage the team to achieve each member's full potential and resolve conflicts in a timely manner. Aside from our team lead's strong leadership skills and competence, another main strength of the team is its members. Members who are dependable and capable, who rise to the occasion when there's opportunity or when the situation calls for it. Each member is willing to learn and ready to take new challenges at any given circumstances.

Team Bonding and Relationships

Trust and communication. The main cause of those strengths is the relationship of everyone is the team.
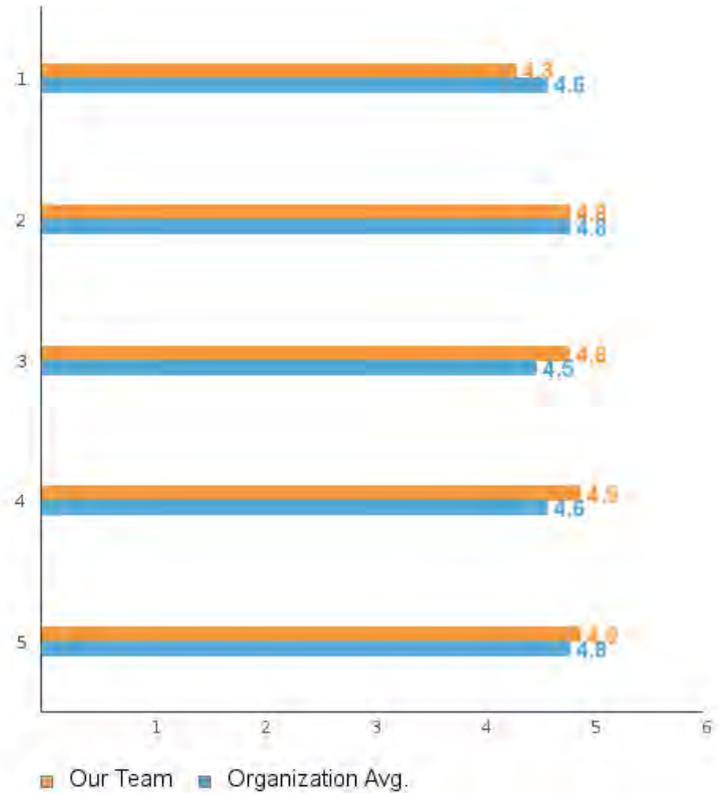
Coherent team among people from different culture and background. Able to complete tasks and deliver results effectively.

The team's main strength is our willingness to assist our colleague when encountering issues that they may have information or knowledge about. Eager to help at times of need.

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Top Five Weaknesses

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

1 Team members voice disagreements openly and constructively. (Conflict Resolution)

2 The team reacts to changes in external conditions in a timely manner. (Team Performance)

3 The team has accurate and objective metrics in place to measure the results of its work. (Team Process)

4 There is a clear and efficient path of escalation when a conflict cannot be resolved by the team members who are directly involved. (Conflict Resolution)

5 The team does a good job of implementing action steps after meetings. (Team Meetings)

Item	Our Team	Organization Avg.
1	4.3	4.6
2	4.8	4.8
3	4.8	4.5
4	4.5	4.6
5	4.0	4.8

☐ Our Team ■ Organization Avg.

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

Team Responses

Perhaps our team's weakness is basically on knowledge management and skills development. Good knowledge management system and enhanced skills can translate to a better performance and increased team productivity.

Timely follow-up, especially for lower priority items

Less chance to share each other about ongoing work.

Lack of manpower.

less manpower

Everyone is busy with their own works. So sharing of information is quite lacking at this area.

In my opinion, I don't see any weakness in the team, because for me each of the team member's strengths covers up the team's weakness if there is any.

The knowledge of member assigned project(s) and tasks are embedded in individual, if this member is unavailable, time is needed to locate the information

Familiarity with new or existing technologies that we may not have handled before in the past. Escalation process. Network support limitations. Support team availability.

My team is good enough to achieve goals

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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: Team members effectively use email, voicemail and other virtual methods of communication.
Element: Virtual Communication

Industry

Manufacturing	6.0
Energy/Utilities/Fuel/Chemicals	5.3
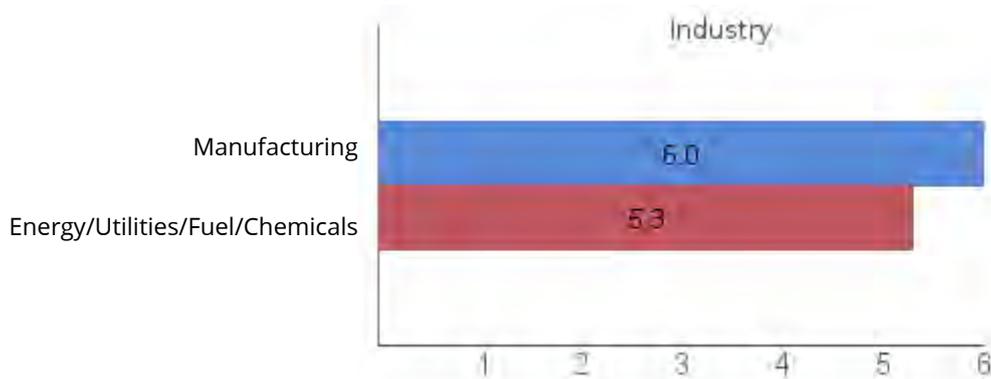
2 Item: Team members avoid judging other members based on differences in culture, language, or ways of thinking.
Element: Inclusion

Home Country/Culture

Singapore	5.7
Philippines	5.0
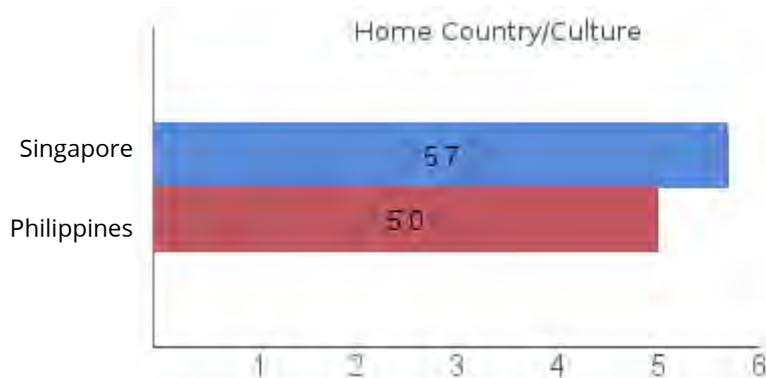
3 Item: All members of the team complete their assigned tasks satisfactorily and on time.
Element: Team Performance

Industry

Manufacturing	5.7
Energy/Utilities/Fuel/Chemicals	5.1
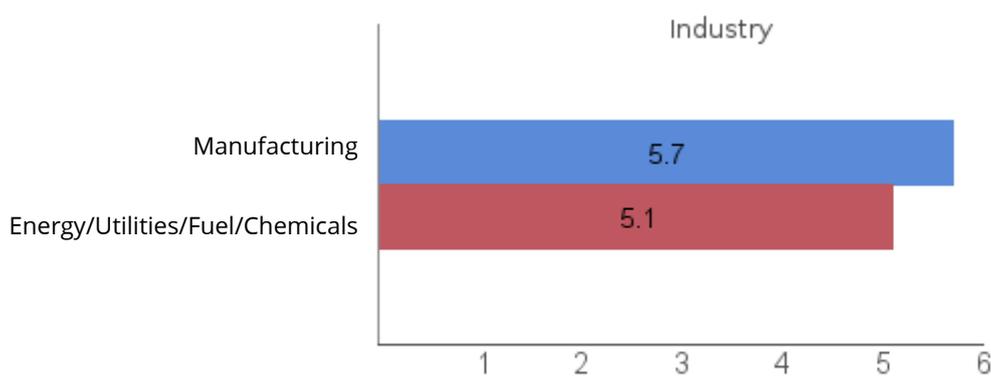
Survey Items Listed by Element

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	Organization Avg.
There is a high level of trust among team members.	5.3	4.8
Team members have the skills they need to accomplish their tasks.	5.3	4.9
The team receives the resources and cooperation it needs from other parts of the company.	5.4	4.6
All members of the team are clear on their roles and responsibilities.	5.5	4.7
All members of the team understand and support the team's goals.	5.5	4.9
Team members support and cooperate with the team leader.	5.6	5.2

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.

Element: Team Meetings

Item	Team Average	Organization Avg.
The team does a good job of implementing action steps after meetings.	4.9	4.8
Team members prepare sufficiently before team meetings.	5.0	4.7
All members of the team share their own ideas openly during meetings.	5.0	4.9
Team meetings are well organized and discussions follow an agenda.	5.4	4.8
Team meetings produce clear conclusions and action steps.	5.5	4.7
The team leader or facilitator ensures that everyone has a chance to contribute during team meetings.	5.6	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.

Element: Conflict Resolution

Item	Team Average	Organization Avg.
Team members voice disagreements openly and constructively.	4.3	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.	4.9	4.6
Even when conflicts arise, team members stay focused on common objectives and areas of agreement.	5.1	4.9
Team members give and receive critical feedback in a constructive manner.	5.1	4.7
The team has an effective procedure for resolving problems among team members.	5.4	4.5
Each team member is willing to be flexible and make sacrifices for the success of the team effort.	5.6	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.

Element: Virtual Communication

Item	Team Average	Organization Avg.
The team effectively combines face-to-face interactions with virtual communication.	5.0	4.8
The team effectively uses web-based technology to exchange important information.	5.2	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.	5.4	4.9
Team members effectively use email, voicemail and other virtual methods of communication.	5.5	5.2
The team's communication systems allow team members to receive the information they need on a regular, timely basis.	5.5	4.9
Team members are able to communicate with team members in distant locations.	5.8	5.2

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.

Element: Team Process

Item	Team Average	Organization Avg.
The team has accurate and objective metrics in place to measure the results of its work.	4.8	4.5
The team's reward system encourages cooperation and shared effort among team members.	5.0	4.3
The team has an effective decision-making process that reflects the input of team members.	5.1	4.6
Team goals are translated into clear tasks and deadlines.	5.2	4.8
The team has a shared learning process that leads to regular improvements.	5.2	4.7
Team members maintain a continuous focus on high priority action items.	5.7	5.0

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: Inclusion

Item	Team Average	Organization Avg.
The team generates creative solutions by incorporating the contributions of members from various backgrounds.	5.3	4.8
This team has a shared sense of humor that transcends the differences among team members.	5.4	5.0
Each member of the team is willing to try new ideas offered by members who come from different backgrounds.	5.4	4.8
Team members avoid judging other members based on differences in culture, language, or ways of thinking.	5.5	5.1
All team members are willing to listen carefully to different perspectives.	5.5	5.0
People from different backgrounds on the team mix easily with each other.	5.6	5.0

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	Organization Avg.
The team reacts to changes in external conditions in a timely manner.	4.8	4.8
All members of the team complete their assigned tasks satisfactorily and on time.	5.3	4.7
The team does a good job of seeking to understand the needs of its customers or constituents before introducing new products or services.	5.3	4.8
This team achieves its performance goals.	5.4	5.0
Customers/constituents respond positively to the results of the team's performance.	5.5	4.9
The team achieves its goals and maintains positive personal relationships among team members.	5.6	5.0

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

1. Cross training for various knowledge 2. Align on practices and understand what each other is doing 3. Prioritizationb tool for easier task tracking

Technology training. Cross training with support team.

More frequent team sharing session

It will be good if the knowledge and procedures of projects are documented and shared

Cross training among team members.

Should be bit more faster.

The members should proactively look for ways on how to improve their knowledge on a certain discipline whether it's Projects or Operations and actively engage themselves to useful trainings to effectively handles some complex situations or cases.

give a technical training

I think the team needs to meet more often in order for each individual to better know the traits and characteristics of each members.

Increase staffing capacity.

Do you have any specific recommendations for your team leader? (Remember, your input on all of these questions is anonymous.)

Team Responses

As my opinion on team improvement

Our Team leader has been effective in providing us with support and guidance with our day to day activities. He has created a culture of trust that we can accomplish our tasks effectively and in a timely manner.

Focus on the strength of each team members.

Build us positive working relationships

Create SMART goals for the team to refer and target for.

So far, our team leader is doing a very great job in managing our team. He is approachable, patient, knowledgeable and efficiently aligns the team. He is a good leader. My recommendation for him is to just continue to be an inspiration to the team to reach our full potential and encourage us in achieving our goals.

Keep doing what you are doing. It is working great. Everyone loves you!

No