

**Sample Team Based Survey (TBS) Report
South Central Behavioral Services (with permission)**

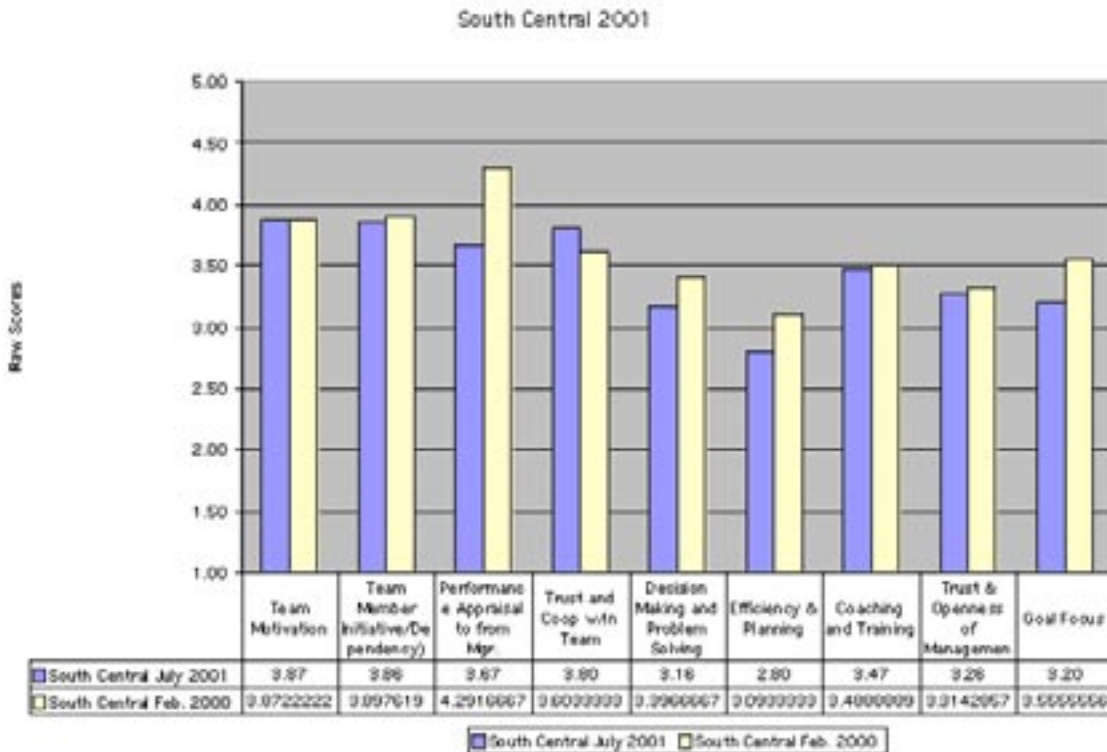
Kearney, NE

By Darrel W. Ray, Ed.D.

August 2001

The purpose of this survey is to give South Central an assessment of their current level of functioning and set the stage for future development. The survey results are based on 68 responses. This is the eighth testing since 1992 and the second with the Team Based Survey. Previous testing used the Work Environment Scale. See page 5 for all subscale descriptions.

The South Central Profile



Team Motivation 3.87 (SD= .88)

The organization continues to show a good level of motivation and involvement. On the whole, people seem to enjoy their team members and find satisfaction in working with their team.

Team Member Initiative/Dependency 3.86 (SD= .60)

Team members appear to have a healthy level of independence. They feel that they can take the initiative and lead without close supervision or management. They seem to be functioning in a fairly self-directed manner.

Performance Appraisal 3.67 (SD= 1.01)

This area has shown a major drop from the last assessment. While it is still above the average for most organizations it has fallen over half a standard deviation. It appears that multi-source forms of feedback and performance appraisal are not being used as much or as effectively as before.

Trust and Cooperation Within Team 3.80 (SD= .68)

This area shows a small increase over last testing. It may not be statistically significant but indicates that the organization has continued to maintain a strong level of trust and cooperation within the various teams. The level of conflict is low and under control in most of the organization. Interpersonal relationships seem to be fairly well developed and people tend to trust one another.

Decision Making and Problem Solving 3.16 (SD= .80)

There has been a small decrease in this area which may not be statistically significant but is in the wrong direction. This area, coupled with the drop in Efficiency and Planning indicate that teams are not anticipating problems and solving them as well as they were last year.

Efficiency and Planning 2.80 (SD= .76)

This area is significantly lower than last year. Planning and organizational skills are not as strong in the teams. People are not anticipating problems as well and may be wasting energy in redundant activities, errors due to poor communication or poorly designed work systems. This score is low enough to be of concern. High turnover along with poor indoctrination and training or a lack of goal focus are often the source of problems in this area.

Coaching and Training 3.47 (SD= .65)

This area has stayed about the same but continues to be somewhat below the norm for all organizations. Lack of training or failure to properly coach may be contributing to the lower level of efficiency and planning seen above.

Trust and Openness of Management 3.26 (SD= .77)

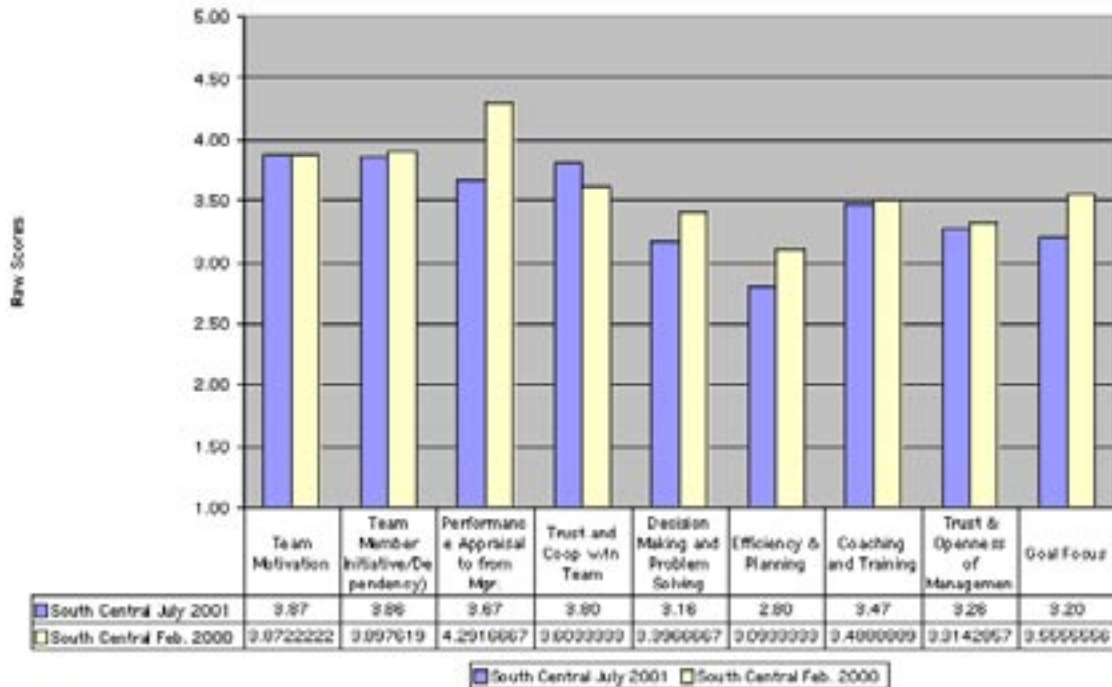
Trust and Openness has remained about the same but is still somewhat lower than the mean for other organizations. Frequent Flyers and Administration are particularly low in this area.

Goal Focus 3.20 (SD= .74)

This key area has shown a decline from last year and may be a root cause of other issues seen in the organization. People do not seem to be as goal focused. They may not be measuring their goals properly or may have poorly formed goals.

Team Specific Issues

South Central 2001



Frequent Flyers (5)

The Frequent Flyers score themselves average in Team Motivation and Team Member Initiative but see lower in Efficiency and Planning, Decision Making and Goal Focus.

Rehab-Elba (4)

Scores itself pretty high in Team Member Initiative, Decision Making, and Efficiency and Planning and several other areas. They feel they are lowest in Goal Focus.

Dream Achievers (7)

Score themselves high in several areas such as Trust and Cooperation and Trust of Management but show low emphasis on Performance Appraisal and Efficiency and Planning.

Rehab (7)

Scores itself very low in Efficiency and Planning. This low score may indicate a need for some development of skills in this area.

MSI-Superfriends (2)

This is based on only two responses and is given for information only. This is really too small a group to use for this instrument.

Leadership Group (7)

The LG scores fairly high on many areas such as Team Motivation, Performance Appraisal, Trust and Cooperation and Coaching and Training. It scores itself lower in Efficiency and Planning and Goal Focus. These are areas that seem to be low in the rest of the organization and may have a direct relationship to this team since they are the leaders.

Admin. (5)

This team scores itself very high in Goal Focus as well as Team Motivation and Team Member Initiative. At the same time they score themselves low on Efficiency and Planning as well as Coaching and Training and Trust and Openness of Management.

East (9)

The East team seems to be doing well in Team Motivation Decision Making and Goal Focus. They feel that their Efficiency and Planning as well as Coaching and Training are fairly low.

SWAT (10)

This team sees itself doing well in Performance Appraisal as well as Team Motivation but score themselves low in Efficiency and Planning as well as Trust and Openness of Management.

Pioneers (6)

The Pioneers seem to have very high Team Motivation along with strong Team Member Initiative, Trust and Cooperation and Goal Focus. They see lower scores in Decision Making and Efficiency and Planning.

Roadrunners (6)

This team shows high Team Motivation and even higher Team Member Initiative. People feel that they are functioning in a fairly self-directed way. They see lower scores in Efficiency and Planning and Decision Making.

Description of the Subscales

1. Team Member Motivation: The degree to which team members are motivated and energized by their work and their team. High scores indicate members who enjoy their work and their teammates. Low scores indicate members who are dissatisfied and unmotivated by their work or the team. They may have trouble getting up in the morning to come to work.

2 Team Member Initiative/Dependency: How much employees actually take the lead in their day-to-day work without close supervision and the degree to which managers encourage them to do the same. High scores indicate a high level of self-direction. Low scores may indicate too much close supervision or management that is creating dependent behaviors in team members.

3. Performance Appraisal to/from Managers: The extent to which performance feedback and appraisal are used for development and growth as opposed to discipline. High scores indicate that the organization uses formal performance feedback and 360 degree approaches to data collection in helping employees grow, develop or change behavior. High scores indicate a strong positive use of formal performance feedback. People feel the appraisals are fair and offer important information for their development. Low scores indicate that team members see performance appraisal as a, “top down” manager to employee process, with little or no input from other team members, team developers, managers or others.

4. Trust and Cooperation among team members: Do team members support one another, especially new team members? High scores would indicate a strong emphasis on pulling together, supporting one another and properly training and indoctrinating new team members. Low scores may point to a high degree of conflict or mistrust between team members and too little attention given to orienting and indoctrinating new people appropriately. New employees may feel left to their own devices with little guidance. The trust level of more senior employees may be low as well.

5. Decision Making and Problem Solving: The ability of the team to analyze and solve problems, make decisions and stick to those decisions. High scores indicate a team that is cohesive, able to attack difficult problems and resolve them without major internal conflict, indecision or managerial intervention. Low scores indicate poor decision making, lack of problem solving skills and most of all a high level of emotional insecurity and uncertainty within the team. Difficult problems or decisions will tend to tear the team apart and create conflict.

6. Efficiency & Planning: How well the team uses good planning and organizational skills. How well problems are anticipated and how much time and energy are wasted by poor planning or poorly designed processes. High scores indicate a team which feels it has a high level of efficiency in its day-to-day work. Problems are anticipated and contingency plans are followed. Mistakes are avoided and duplication is eliminated. Low scores indicate a good deal of duplication and wasted effort. Team members feel too much of what they do is not value added. They may feel demotivated.

7. Coaching and Training: The extent to which training and coaching skills are valued and used in the workplace. High scores indicate a strong emphasis on learning new skills and keeping old skills up to date. Managers use a coaching style much more than a discipline style. Low scores would be indicative of a team where learning and skill development are not valued. At the same time, management may be seen as discouraging learning or using a disciplinary style which inhibits skill development.

8. Trust & Openness of Management: How much management is trusted and believed by team members. High scores would indicate that team members tend to trust and believe what management tells them and in turn believe they can tell management how they feel without fear of retribution. Team members also believe that they can get reliable information from management. Low scores would indicate a lack of trust or credibility in management. Information from management is not seen as reliable or complete.

9. Goal Focus: The degree to which teams are guided by their goals. Goals and goal achievement are an important part of the team environment. High scores would indicate teams which are able to set and achieve goals, along with management's emphasis on measuring goals. The team would have clear goals and the ability to mark or measure its progress. Low scores might indicate teams that do not understand how to set or measure goals and/or have no management guidance in those skills. They may have poorly formed goals, may not be aware of their goals or may not feel accountable for goals.

IPC TEAMING UP®