



## Together Everyone Achieves More

### What it is

If 360-degree feedback is a powerful tool for improving individual performance – and it is – think how much it can help work groups and project teams!

Just as we avoid the “one-size-fits-all” mentality with our STEP process for profiling individuals, we carefully customize our TEAM process to profile the effectiveness of your teams. The issue categories and individual questions in the instrument are tailored to the most critical performance factors in your organization.

It’s a proven fact that strategic feedback helps teams link their own performance with the goals and objectives of other stakeholders in the organization.

### Deliverables

The typical TEAM report is about 35 pages, depending on the number of survey items and the report sections selected by you. Not a single page of the report is “generic.” You’ll find all the graphs, charts and tables – 100% of the content – focused on the work group or project team that is profiled.

In addition to a report for each team profiled, we provide a Management Summary (same format as the individual team report) that shows the aggregate findings for all the teams profiled. This is extremely helpful in the design and delivery of coaching and training.

Each individual TEAM report is accompanied by a 23-page *Action Planning* Guide to help the feedback recipients translate feedback into improved performance.

The following pages show two of the many ways in which performance feedback is presented in a TEAM report.

Note: For additional information, see our article “What’s the Big Deal About Teams?”



**CATEGORY SCORES**

GROUP	RESP.	SCORE	%	20	40	60	80	100
TOTAL	32	62%						
Chairman	1	83%						
Executives	10	71%						
Bus Unit Heads	6	62%						
Others	15	55%						

**INDIVIDUAL ITEM SCORES**

ITEM DESCRIPTION	SCORE	%	20	40	60	80	100
#49 Use performance indices that encourage executives to improve their value to the firm.	64%						
#50 Avoid the trap of "processing" or discussing things to death.	67%						
#51 Frequently revisit the team's purpose and charter to ensure proper focus.	50%						
#52 Seem more interested in building a stronger NuCorp than in who gets the credit.	65%						
#53 Accept feedback from others rather than making excuses.	70%						
#54 Invest energy in improving performance rather than turf protection.	56%						

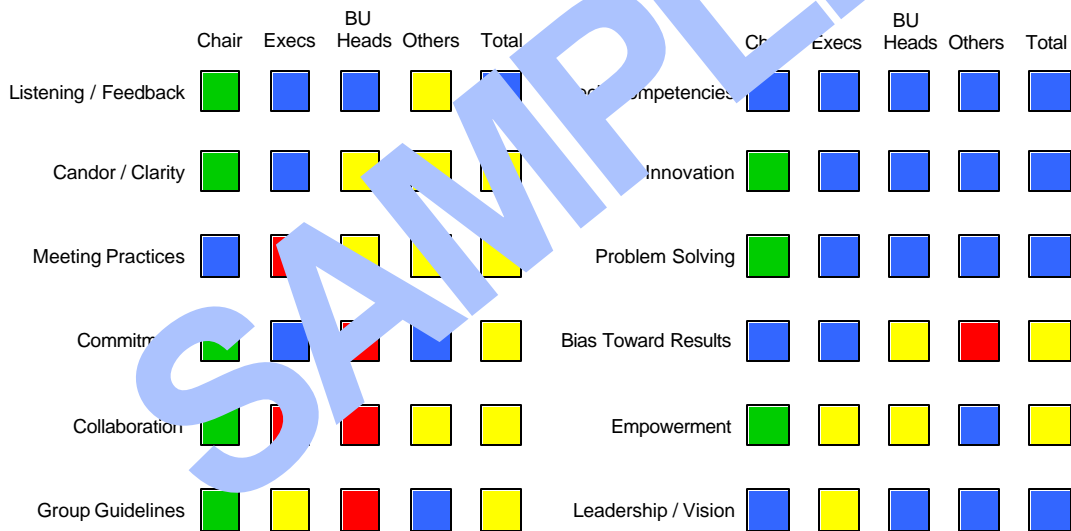
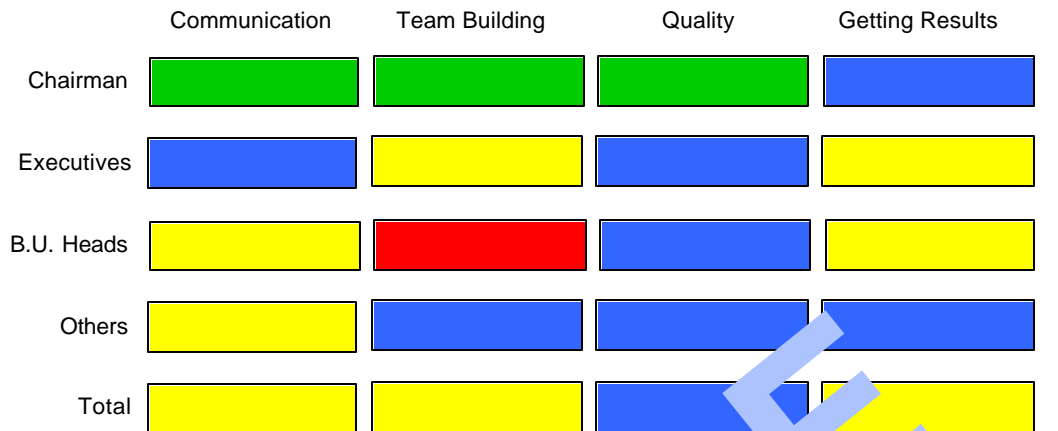
**ITEM SCORE BREAKDOWN**

ITEM	TOTAL - #	Chair - #	Execs - #	BU Heads - #	Other - #				
#49	64%	75%	1	75%	10	65%	6	55%	15
#50	67%	100%	1	75%	10	67%	6	60%	15
#51	50%	75%	1	50%	10	50%	6	48%	15
#52	65%	100%	1	75%	10	65%	6	55%	15
#53	70%	75%	1	75%	10	75%	6	65%	15
#54	56%	75%	1	75%	10	50%	6	45%	15

TEAM sample #1 - In this example an executive team is being profiled. Note how easy it is to compare perceptions of the Chairman, Executives, Business Unit Heads and Others. Just like our STEP process for profiling individuals, the TEAM profile includes several kinds of reports including Importance vs. Frequency – which shows how important certain behaviors are perceived to be, and how frequently the team is seen exhibiting those behaviors.



# Graphic Overview



- = 75% or higher. Clearly perceived as a strength.
- = 65% to 74%. An area that is not yet a serious problem, but deserves some focus.
- = 60% to 64%. An area of vulnerability that has a negative impact on your effectiveness.
- = Below 60%. Perceived as a serious problem that deserves immediate attention.

© 1996 The Duncan Company

June 1996

TEAM sample #2 - This Graphic Overview provides a quick glance at the team's feedback on all the performance issues covered in the custom-tailored profile instrument. This one-page Overview is a great way to tell at a glance where to start with an in-depth examination of the feedback.

**team** Together Everyone Achieves More

