Global Team Assessment (GTA)

Sample Report

This report was generated on 04 Feb 2019

The results are based on completion of the survey by 18 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.

Aperian
G L O B A L.

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.
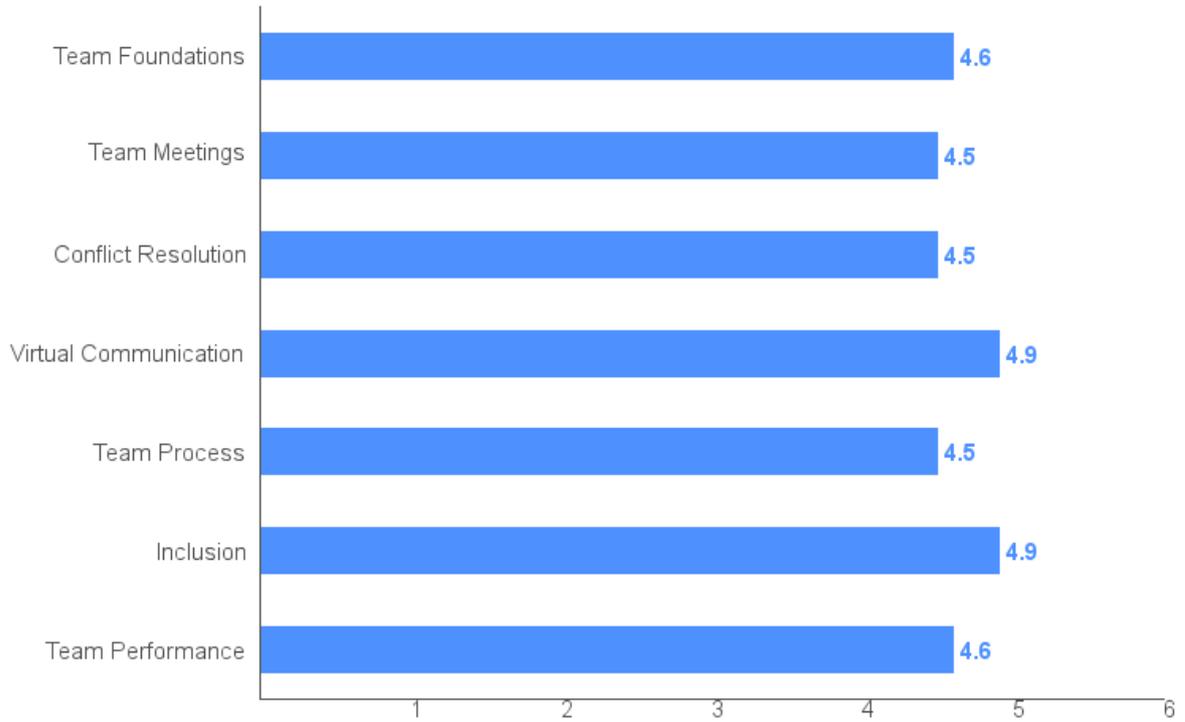
Team Process: The team utilizes different decision-making processes as appropriate, identifies key metrics for stakeholders, maintains focus on key priorities, makes use of appropriate reward systems, and has effective methods for shared learning.

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.

| Element	Score
Team Foundations	4.6
Team Meetings	4.5
Conflict Resolution	4.5
Virtual Communication	4.9
Team Process	4.5
Inclusion	4.9
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).

Element	Our Team
Team Process	11
Team Foundations	9
Team Performance	8
Team Meetings	4
Conflict Resolution	2
Inclusion	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 effectively use email, voicemail and other virtual methods of communication. (Virtual Communication)

★ (2) All team members are willing to listen carefully to different perspectives. (Inclusion)

★ (3) 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. (Virtual Communication)

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

★ (5) Team members avoid judging other members based on differences in culture, language, or ways of thinking. (Inclusion)

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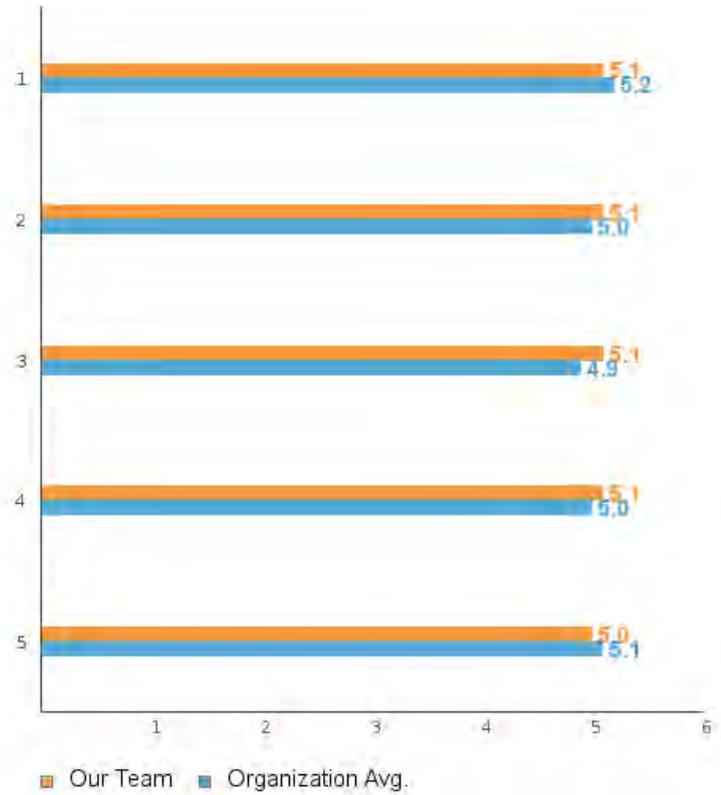
What do you think are the team's main strengths? In your opinion, what are the main causes of those strengths?

Team Responses

Being diverse in age, sex, race, nationality - working together as a team despite differences, learning from one another.

Young engineers and zeal to perform are the teams key strength. Being relatively less experienced prompts the desire to learn and to do more .

Key anchors and go-to person exist within the team. Wider demographics and skills increased through growth ventures.

Strong technical knowledge and a supporting atmosphere.

Ability to learn and contribute.

- Team is one of the more diversified team with a good mix of culture and gender differences, and all works well together as a team despite the differences - Young team means higher motivation and willingness to drive improvements and issues

Help each other, cooperation

Main strength is Technical expertise. Main cause: team member's technical knowledge and company equipment knowledge

The team consist of very experience members that willing to share knowledge.

good technical knowledge bank

The team has a collaborative spirit when it comes to work matters. Individual team member's attitude and guidance by the seniors in the team allows for an environment that cultivates positive encouragement as well as constructive criticism.

Very good Bonding with each other. Mindset to help each other.

1) Focus on delivery the best result 2) Diversity 3) Openness

Good relationship among team members

Collaboration, look for improvements, implement new technology - Open discussions and time we can dedicate provides to build these strengths

Top Five Weaknesses

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

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

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

3 All members of the team share their own ideas openly during meetings. (Team Meetings)

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

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

- Our Team
- Organization Avg.
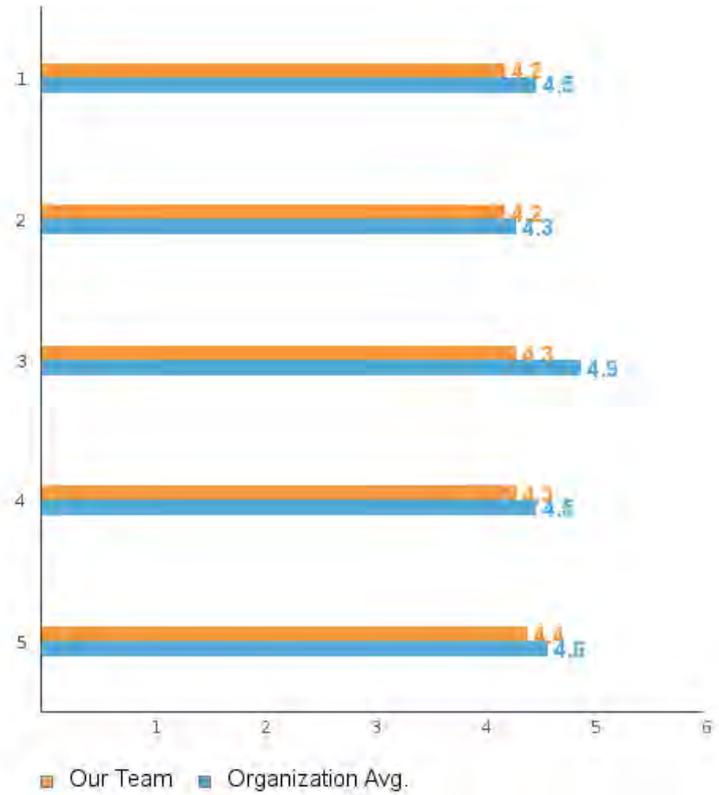
What do you think are the team's key weaknesses?

Team Responses
Technical competency

lack of team spirit, team work and cooperation

Individualistic and not much of a team player. Always seeking but not giving.

Harnessing diversity and focus towards common goals.

Team has lack of transparency when it comes to team goals. Directive is not clear.

Many team members are overload with work, it is hard to collaboration at times.

Conflict resolution is something which is taking time on few issues.

Technical Competency, Resource Constraint.

The training for junior engineer is not very structured.

Prioritizing work activities - team still need to learn prioritizing and focus on value add work

Not thinking enough for Strategic improvements and value that will come along.

1) Interaction across sites 2) Wider spectrum of experiences

Lack of key focus and follow ups from each meeting to reconnect to the priorities.

Weak data management and weak record keeping of past issues. People dependent culture rather system dependent.

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: This team has a shared sense of humor that transcends the differences among team members.
Element: Inclusion

Primary Work Site

Field Office/ Site — 5.1
Corporate / Regional Office — 3.3
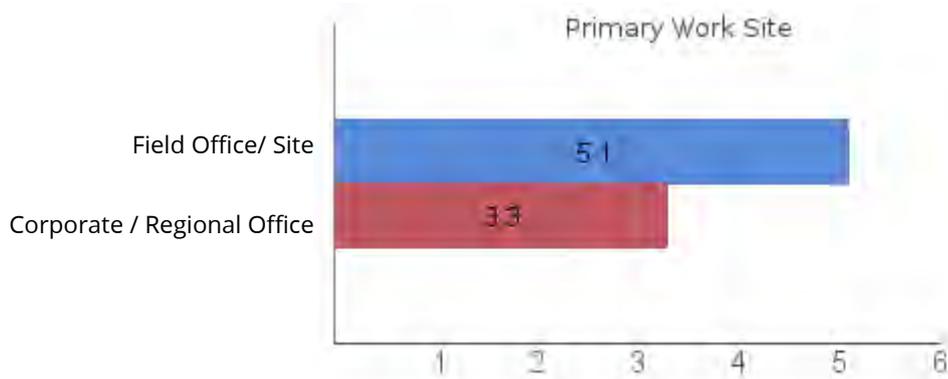
2 Item: People from different backgrounds on the team mix easily with each other.
Element: Inclusion

Primary Work Site

Field Office/ Site — 5.4
Corporate / Regional Office — 3.7
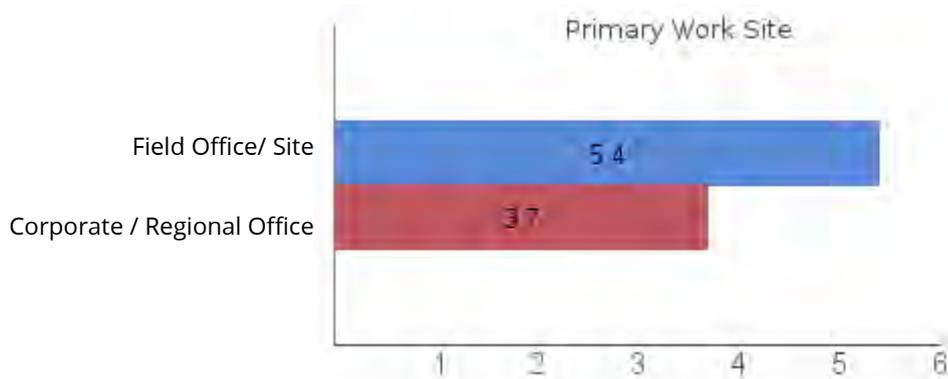
3 Item: Each team member is willing to be flexible and make sacrifices for the success of the team effort.
Element: Conflict Resolution

Primary Work Site

Field Office/ Site — 4.9
Corporate / Regional Office — 3.3

Aperian GLOBAL
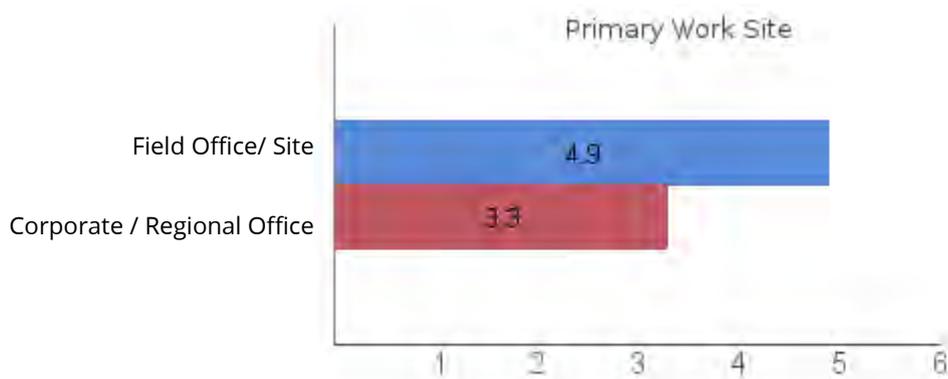
Survey Items Listed by Element

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.
The team receives the resources and cooperation it needs from other parts of the company.	4.4	4.6
There is a high level of trust among team members.	4.5	4.8
Team members have the skills they need to accomplish their tasks.	4.6	4.9
All members of the team are clear on their roles and responsibilities.	4.7	4.7
All members of the team understand and support the team's goals.	4.7	4.9
Team members support and cooperate with the team leader.	4.9	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.
All members of the team share their own ideas openly during meetings.	4.3	4.9
The team does a good job of implementing action steps after meetings.	4.4	4.8
Team meetings produce clear conclusions and action steps.	4.4	4.7
Team members prepare sufficiently before team meetings.	4.5	4.7
Team meetings are well organized and discussions follow an agenda.	4.7	4.8
The team leader or facilitator ensures that everyone has a chance to contribute during team meetings.	4.8	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.
The team has an effective procedure for resolving problems among team members.	4.2	4.5
Team members voice disagreements openly and constructively.	4.4	4.6
Team members give and receive critical feedback in a constructive manner.	4.5	4.7
There is a clear and efficient path of escalation when a conflict cannot be resolved by the team members who are directly involved.	4.6	4.6
Even when conflicts arise, team members stay focused on common objectives and areas of agreement.	4.7	4.9
Each team member is willing to be flexible and make sacrifices for the success of the team effort.	4.7	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 uses web-based technology to exchange important information.	4.8	4.8
The team's communication systems allow team members to receive the information they need on a regular, timely basis.	4.8	4.9
Team members are able to communicate with team members in distant locations.	4.8	5.2
The team effectively combines face-to-face interactions with virtual communication.	4.9	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.	5.1	4.9
Team members effectively use email, voicemail and other virtual methods of communication.	5.1	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's reward system encourages cooperation and shared effort among team members.	4.2	4.3
The team has accurate and objective metrics in place to measure the results of its work.	4.3	4.5
The team has an effective decision-making process that reflects the input of team members.	4.6	4.6
The team has a shared learning process that leads to regular improvements.	4.6	4.7
Team members maintain a continuous focus on high priority action items.	4.7	5.0
Team goals are translated into clear tasks and deadlines.	4.7	4.8

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.

Element: Inclusion

Item	Team Average	Organization Avg.
The team generates creative solutions by incorporating the contributions of members from various backgrounds.	4.6	4.8
Each member of the team is willing to try new ideas offered by members who come from different backgrounds.	4.6	4.8
This team has a shared sense of humor that transcends the differences among team members.	4.8	5.0
Team members avoid judging other members based on differences in culture, language, or ways of thinking.	5.0	5.1
All team members are willing to listen carefully to different perspectives.	5.1	5.0
People from different backgrounds on the team mix easily with each other.	5.1	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.
Customers/constituents respond positively to the results of the team's performance.	4.5	4.9
All members of the team complete their assigned tasks satisfactorily and on time.	4.5	4.7
The team achieves its goals and maintains positive personal relationships among team members.	4.6	5.0
The team reacts to changes in external conditions in a timely manner.	4.6	4.8
This team achieves its performance goals.	4.7	5.0
The team does a good job of seeking to understand the needs of its customers or constituents before introducing new products or services.	4.9	4.8

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) Increase interaction to share experience 2) Accelerated training

Team members to share work load more efficiently.

More cohesion and value added meetings to drive the priorities of the team.

Capture strengths through diversity and achieve general interest mindset.

Get more resources, Which is already better than earlier. Hope things is going to be better.

Improve and structure a single portal for data management

Improve proactive prioritization and planning to capture strategic opportunities

To assign mentor for junior engineer. Although there are senior engineers to provide guidance but most of the time they are occupied.

Our team does fantastic job, where we miss is showcasing/packaging our achievements. Team does not spend extra few minutes to showcase and talk about it, share about it

Team leader to share information early or give heads-up, so team members are mentally prepared.

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

Team Responses
Clear and establish direction should be given. Segregation of workload coverage does not seem like they have been thought out properly.

Team leader to share information early or give heads-up, so team members are mentally prepared.

Clear instruction/direction, be resourceful for technical support

To share load of the team members when there is resource limitation.

Improve data organization

There is whole lot of good work done by the team. More recognition to the team and especially those leads who work in the background and drive functional excellence.

Leaders are really helpful and moreover approachable at any time.

Pursue the general interest mindset with focus to leverage on the longer term developmental growth for the business and the organization.

Continue to practice diversity and inclusiveness

Put more focus and provide more guidance in developing junior engineer.

stronger decision making, get team to work together (collaboration)

What are your feelings and thoughts on the section reorganization?

Team Responses
Considering the span of control, yes, it is good to have section re-organization

Section Recognition practice is ok.

Can't comment until culture and direction is set.

Smaller group for better focus, to work to improve team working culture and team competency

It is a growth opportunity which enables focus and functional excellence.

Good to better improve the focus needed for each section and better attention for each engineer.

It will be a good change for most of the team members.

1) Greater focus

It is positive change which will benefit all involved.

Span of control will be more manageable, effective and sustainable

Looking forward for a better section

What can be done to make this reorganization successful?

Team Responses
Designate time for 1-1 discussion.

Respect the culture and direction implemented. Work as team not as individualistic. Respect each others. Forget about the past and strive for the future.

Peers can recognize each other to boost the team confidence.

More coaching from team leader during transition stage. Be aware of team member's work load during their "stand-in" period.

Mutual interactions should be kept as it is as it is beneficial to the team.

It is a refresh of the team and we could have a reset of dynamics

Regroup after the reorg to take the key follow ups that keeps the section achieve milestones in the success criteria/goals set out to be achieved.

Collaboration

Understand each other and give them some time to get adjusted. Be open minded and trust others.

set up clear tactical plan and improvement target

ok

Continue to leverage an enhanced collaboration of automation/ process control capabilities.

Collaboration of all team members.

1) Support from the team