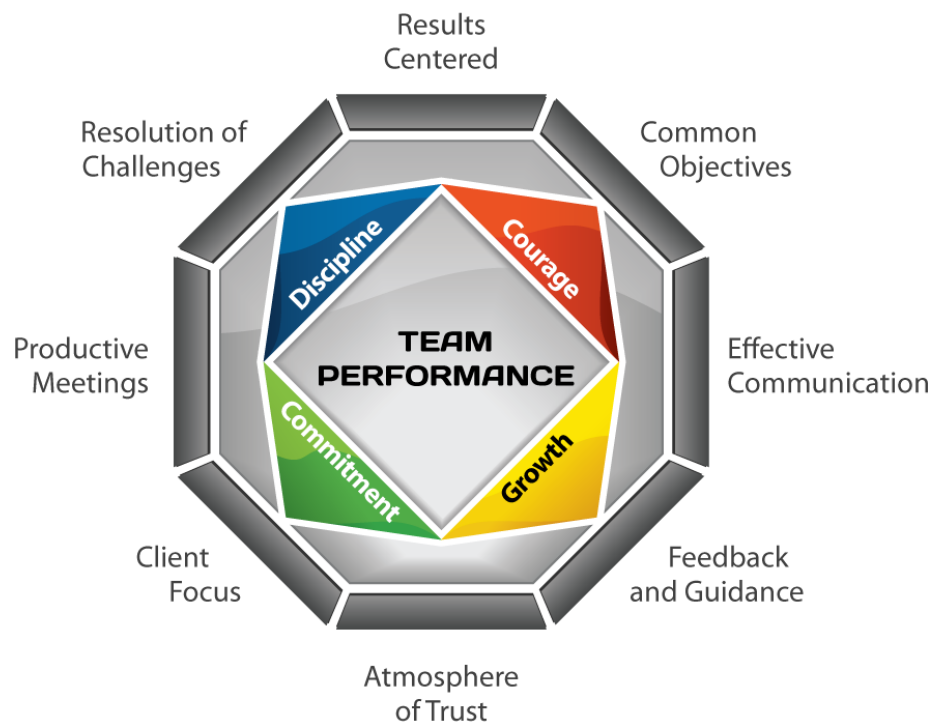


Team Performance Profile

Level 2

Success - The Result of an Effective Team



DEMO Team

7/2/2020

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Team Performance Profile

Level 2



DEMO Team

7/2/2019

Team Performance Profile

Introduction

Organizations benefit exponentially from teams that operate at the top of their capability. Some high performing teams achieve results that defy logical explanation. When such teams exist, we inevitably discover highly motivated and engaged team members who are aiming high and surpassing expectations. On the other hand, badly designed, poorly led or behaviorally dysfunctional teams usually produce sub-optimal results that have a ripple effect throughout an organization.

Performance in a team context doesn't come from carefully written words, framed and hung on a wall. It comes by being fanatically devoted to identifying critical team strengths that elevate the team's performance and targeting significant improvements that build upon these strengths. In this assessment tool, we have identified a number of team performance criteria that contribute to success. We've discovered that healthy, performing teams spend a lot of time working to discover and implement solutions. Every organization has finite resources (time, energy and money). Every team faces challenges. When a team is able to focus on turning challenges into opportunities, it creates an environment that promotes achievement. This has a productive impact on the people who are in contact with the team, including internal and external clients.

This profile focuses on two distinct sets of measurements. The first dimension (we call it **L-1**) exists at the very core of a team and is not always evident without extensive observation. We measure specific characteristics of team performance in 4 critical manifestations. How focused is the team on behaving **courageously** in situations that require resolve? How does the team aim for personal and professional **growth**? Under what circumstances does the team demonstrate **commitment** to each other and the organization? How does the team go about taking a **disciplined** approach towards its work?

The second dimension (we call it **L-2**) can be understood by measuring team approaches, responses and behaviors in 8 critical team performance measurements. A team's performance and capabilities can be improved when a deliberate effort is made to measure effectiveness in these 8 areas and build upon key areas of strength.

About the Team Performance Profile (TPP)

It is possible to identify and measure the key characteristics of teams that consistently achieve outcomes that contribute to their own success. The TPP evaluator uses well-researched assessment methods. Individual team members were provided with a framework to subjectively assess the performance of their entire team according to the characteristics that are identified in the index of this profile. The major limitation of the accuracy of this profile is that it is the product of specific individual perceptions of the team by each individual team member.

This profile may include an L-1 or L-2 assessment of the team. It may include both. For a brief summary of the two assessments, please see the introduction on the previous page.

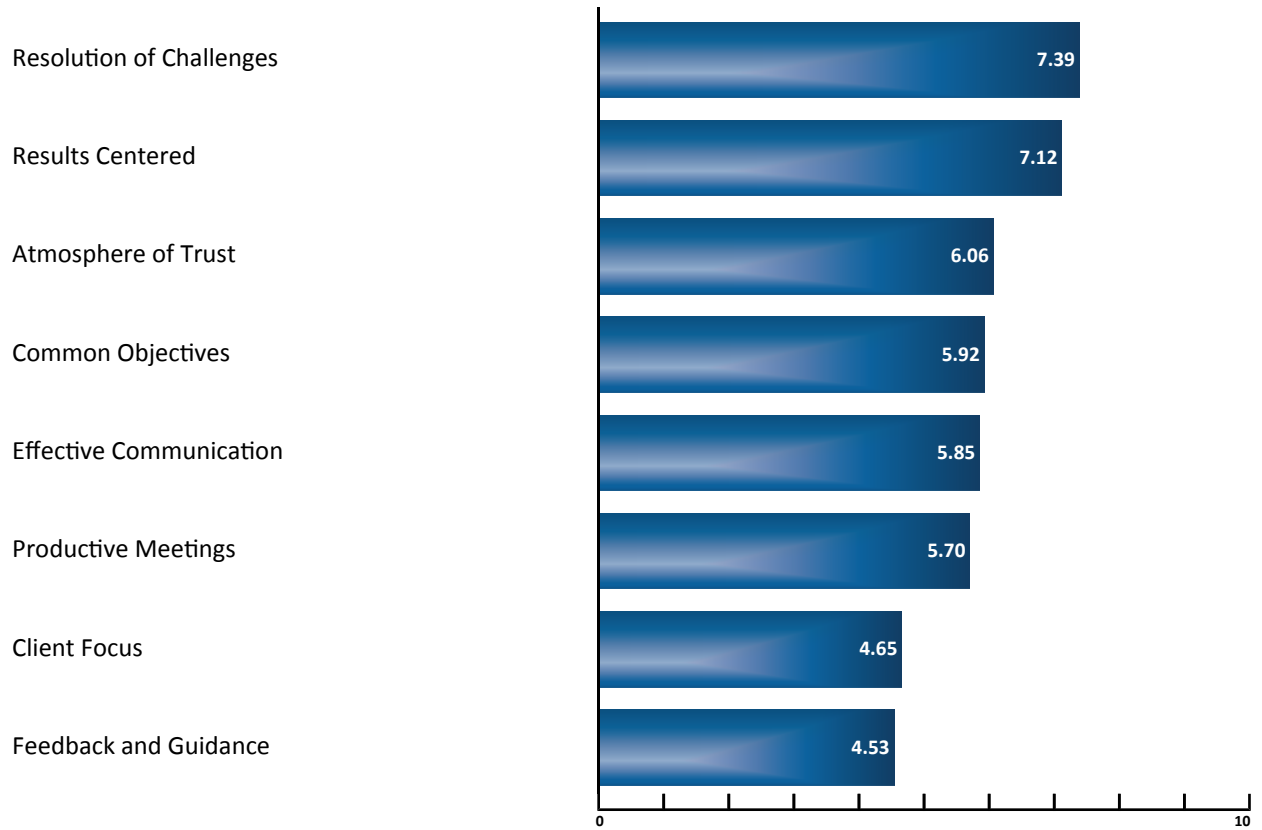
This profile is the output of all of the responses received. Although the data of individual responses is kept on file, all specific personal identification is removed from the input to maintain confidentiality. Our data is maintained in a manner consistent with our Privacy Policy.

The profile of the team is presented as an aggregate of the responses. Statistical analysis is compiled for comparison and discussion purposes. The actual statistics and numerical values presented should not be the primary focus. Every team is different and every individual has a different perception of the team's strengths and challenges. It is therefore critical that a review of this profile should begin by openly seeking to anecdotally validate the patterns that emerge in the statistics. Teams are encouraged to seek to understand areas of strength that are evident in the responses rather than engaging in immediate discussion of the areas that appear to be weaker.

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Responses Summary



Results Centered

Results Centered: Teams that perform well can quantify the end result that they are looking to achieve. A team culture that elevates the value of achieving targets creates an expectation that goals can be attained. An elevated team score in this area is an indicator that this could be a strength for your team to build on.

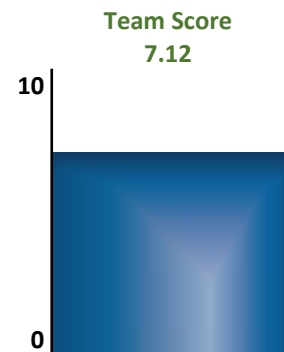
It is possible to be so results focused that the broader vision of a team or organization can be lost by a relentless preoccupation with short-term goals. Having a very strong focus on specific and well-established results within a team can accelerate performance, even when faced with impossible odds. The test of a team is best measured by its ability to remain centered on achieving results when faced with multiple pressures like a lack of resources or a competitive challenge.

One of the keys to being results centered in a team context is to ensure that the team’s daily or monthly activities are engineered to obtain the results that are targeted. Another is to develop ways of keeping the “main thing” front and center in the mind of the team. The results and quantitative analysis below provide your team with a benchmark for your team’s performance in this critical dimension.

*“A thought which does not result in an action is nothing much, and an action which does not proceed from a thought is nothing at all.”
– Sam Watts*

Results Centered : Your Responses by Statement

Statements	Average
The team is very focused on results - even under pressure	8.91
The team invests energy in activities that produce results	8.45
Team members always find a way to deliver results	7.91
The team will adjust its tactics quickly to achieve its goals	7.45
Team members know what is expected of them	5.73
Team members are comfortable being measured by their results	4.27



Legend	0 to 2.85	2.86 to 4.99	5.00 to 7.75	7.76 to 10.00
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Questions & Comments

What are our key strengths in this part of the profile?

What are our key challenges in this part of the profile?

Results Centered: Questions to ask myself as a team member.

How do my daily activities contribute to the results of the team?

Is what I am doing right now going to help us achieve what we are aiming for?

Common Objectives

Common Objectives: Teams that perform well have a clear sense of their purpose – the reason for their existence. They also have a vision that they can easily articulate. A team with strong common objectives is a team where “we” is used far more often than “I”. At an individual level, team members are well aware of what is expected of them but they are also aware of how this expectation fits in the context of the team. An elevated team score in this area is an indicator that this could be a strength for your team to build on.

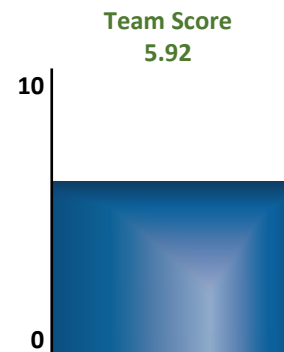
A team that sets common objectives must also ensure that these objectives are defined and understood by all team members. It is possible to invest a lot of time establishing common objectives but fail to anchor these with clear enough definitions so that team members understand the expectations. Failure can still occur if common objectives are established and clarified but actions and behaviors by some team members are out of step with the direction being advocated.

One of the keys to having common objectives as a clear strength in a team context is to regularly check on the coherence of individual team member objectives and link them to specific team objectives. The results and quantitative analysis below provide your team with a benchmark for your team’s performance in this critical dimension.

“Management by objective works - if you know the objective”. – Peter Drucker

Common Objectives : Your Responses by Statement

Statements	Average
The team focuses on deadlines and completes tasks on time	8.45
The team takes collective ownership of success and collective responsibility for failures	7.36
Individual objectives of team members are driven by overall team goals	6.64
There is no tolerance for actions or behaviors that undermine team goals	4.73
Team members are on the same page - aiming for the same objectives	4.64
Team members often discuss team objectives informally	3.73



Legend	0 to 2.85	2.86 to 4.99	5.00 to 7.75	7.76 to 10.00
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Questions & Comments

What are our key strengths in this part of the profile?

What are our key challenges in this part of the profile?

Common Objectives: Questions to ask myself as a team member.

Are our goals clear?

Are my goals aligned with my team's goals?

Effective Communication

Effective Communication: Teams that perform well communicate effectively. Communication that is clear and timely elevates performance. An elevated team score in this area is an indicator that this could be a strength for your team to build on.

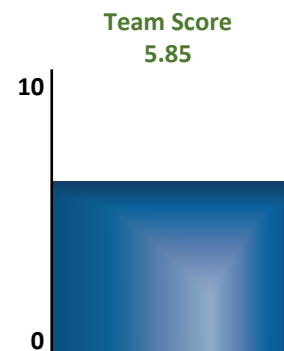
Some team members may miss the mark from time to time in their attempt to do a good job of communicating. It is possible to confuse information dissemination with communication. Almost anything that is said or written is subject to interpretation. The “message” is seldom what has been said but, rather, what is heard and understood by the listener. There may be a huge difference between what a communicator believes was communicated and what was actually understood. All recipients of communication employ information filters which determine how that communication is received and processed. Such filters delete, distort or generalize information.

One of the keys to excellence in communication in a team context is to ensure that impediments to understanding are removed. Another is to communicate in a psychologically-balanced manner. The results and quantitative analysis below provide your team with a benchmark for your team’s performance in this critical dimension.

“The single biggest problem in communication is the illusion that it has taken place.” – George Bernard Shaw

Effective Communication : Your Responses by Statement

Statements	Average
E-mail communication within the team is effective and well managed	7.55
Team members actively seek more information if any directive is not clear	6.36
Informal and casual communication occurs frequently within the team	5.55
Team members find out what they need to know in a timely manner	5.45
Relevant information needed for specific tasks is available to team members.	5.27
The team uses the right communication methods and tools	4.91



Legend	0 to 2.85	2.86 to 4.99	5.00 to 7.75	7.76 to 10.00
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Questions & Comments

What are our key strengths in this part of the profile?

What are our key challenges in this part of the profile?

Effective Communication: Questions to ask myself as a team member.

Am I contributing to better communication?

What adjustments do I need to make in my communication methods?

Feedback and Guidance

Feedback and Guidance: Teams that perform well are teams that seek out constructive and developmental feedback. They are unafraid to be candid. Strong, confident teams are always looking to improve their performance. They provide informal counsel to each other in ways that build up and challenge their colleagues. An elevated team score in this area is an indicator that this could be a strength for your team to build on.

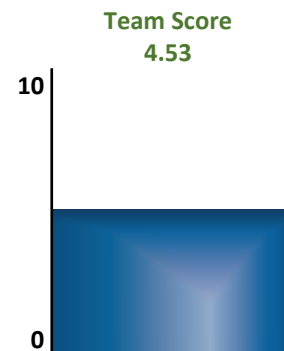
When teams miss out on opportunities to provide positive or congratulatory feedback in a timely and appropriate manner, they will fail to generate leverage around a strength. When team members don't provide feedback to each other, growth opportunities for everyone are vastly diminished. Some team members can become so focused on their own initiatives that they may not make time to consult and seek out advice or assistance from others who may be in a position to help. Teams can also miss out on growth opportunities by limiting feedback to a hierarchical, top-down initiative that happens in scheduled and formal ways.

Excellence in feedback and guidance within a team is connected to environmental factors. Outstanding teams expect that regular, informal guidance will be provided and that developmental feedback will be framed positively. The results and quantitative analysis below provide your team with a benchmark for your team's performance in this critical dimension.

“No organizational action has more power for motivating employee behavior change than feedback from credible work associates.” – Mark Edwards

Feedback and Guidance : Your Responses by Statement

Statements	Average
Team members pursue learning opportunities and help each other gain knowledge and skills	7.82
Poor performance on the team is identified and addressed	5.45
Team members regularly receive individual feedback on how they are doing	5.27
Team members frequently ask each other for help or advice	3.45
Team members expect to be challenged by one another in a positive fashion	3.00
Team members expect to receive ongoing developmental feedback	2.18



Legend	0 to 2.85	2.86 to 4.99	5.00 to 7.75	7.76 to 10.00
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Questions & Comments

What are our key strengths in this part of the profile?

What are our key challenges in this part of the profile?

Feedback and Guidance: Questions to ask myself as a team member.

Do I care enough to give other team members the benefit of my feedback?

Do I seek out guidance and do I receive feedback in an open fashion?

Atmosphere of Trust

Atmosphere of Trust: Team performance is heavily influenced by the trust factor. Teams that perform well develop strong bonds of trust rooted in expecting the best from each other. They do not accept negative rumors and refuse to participate in alliances that exclude. An elevated team score in this area is an indicator that this could be a strength for your team to build on.

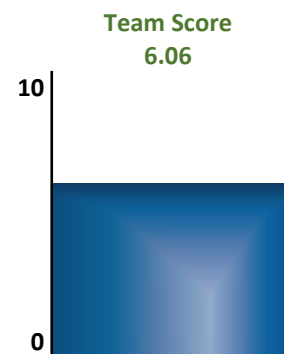
Trust takes time to build and refine in any team but it can be destroyed very rapidly. It can also be eroded slowly and almost imperceptibly until its absence cannot be ignored. Teams sometimes do not recognize the absence of trust until there is a major issue that needs to be addressed as a result of other symptoms that become evident. Building or rebuilding trust is a long process. Root causes must be discovered gradually and a process of reorientation of perceptions must accompany a willingness to change attitudes and behaviors.

Excellence in trust within a team is a source of strength in challenging times. Outstanding teams demonstrate care for each other by how respectfully they manage issues, people and information. The results and quantitative analysis below provide your team with a benchmark for your team’s performance in this critical dimension.

“When dealing with complexity and uncertainty, trust and openness become critical.” – David L. Dotlich

Atmosphere of Trust : Your Responses by Statement

Statements	Average
Team members are unafraid to speak up and share their opinions	8.18
Team members believe that their colleagues genuinely care about them and their work	7.82
Team members act with the best possible intentions in all situations	6.91
Team members are prepared to defend each other	5.64
The team does not talk negatively about each other and deals with any conflicts transparently	5.09
Team members give the benefit of the doubt to each other	2.73



Legend	0 to 2.85	2.86 to 4.99	5.00 to 7.75	7.76 to 10.00
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Questions & Comments

What are our key strengths in this part of the profile?

What are our key challenges in this part of the profile?

Atmosphere of Trust: Questions to ask myself as a team member.

Do I think the best of and expect the best from everyone on my team?

How do I define trust and how do I demonstrate it?

Client Focus

Client Focus: Teams exist to serve clients. Often there are many clients including external customers and internal stakeholders. Teams that perform well are constantly looking to improve the way they serve their clients. They focus a disproportionate amount of energy on ensuring that their processes and approach meet evolving client needs. An elevated team score in this area is an indicator that this could be a strength for your team to build on.

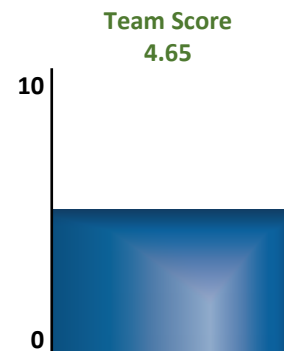
Teams can become internally focused and develop habits or systems that do not serve their clients effectively. Some of these may be founded on faulty or dated assumptions. It can be humbling to ask clients for their honest input. It can be even harder to accept that strategic clients may take a different view of the team’s definitions and perceptions of quality or service. Teams that focus intensely on constant improvement, as defined and measured by clients, are teams that will put themselves in a position to succeed.

Excellence in client focus is an obsession of top performing teams. Clients are always front and center in discussions and may even be invited to participate in some decisions. Outstanding teams tend to examine their strategies and tactics by looking at things from a client impact perspective. This can be one of the validity tests of a desired course of action. The results and quantitative analysis below provide your team with a benchmark for your team’s performance in this critical dimension.

“Customers provide you with the most accurate barometer of what's right and wrong.” – Herb Kelleher

Client Focus : Your Responses by Statement

Statements	Average
The team will make adjustments in response to client input	7.27
The team listens carefully to its 'clients'	6.00
The team frequently highlights 'client' success stories	5.73
The team is highly sensitive to the needs and requirements of clients	4.91
The team engages external stakeholders or other parts of the organization to help them serve clients	2.09
The team asks its clients for their views and opinions	1.91



Legend	0 to 2.85	2.86 to 4.99	5.00 to 7.75	7.76 to 10.00
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Questions & Comments

What are our key strengths in this part of the profile?

What are our key challenges in this part of the profile?

Client Focus: Questions to ask myself as a team member.

Do I invest energy in what matters to clients everyday?

How do I measure my effectiveness versus our client's expectations?

Productive Meetings

Productive Meetings: Teams that have positive and productive experiences when they meet as a group, or in sub-groups, are teams that produce results. Team meetings can serve to provide direction and information. They can also be a source of inspiration and clarification. An elevated team score in this area is an indicator that this could be a strength for your team to build on.

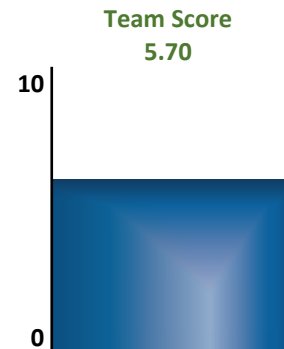
Team meetings that are ineffective inevitably demotivate team members. Teams that consistently fail to plan their meetings in a systematic manner will not generate value from them. Many of the disciplines of a good meeting are simple and easy to implement. They are often challenging to maintain. Significant improvements in the quality and meaningfulness of meetings in a team will often elevate a variety of other team performance factors.

Excellence in meetings requires the discipline of proper planning and a dedication to timely follow-up. Outstanding teams will ensure that meetings are the right length, involve the right people, focus on the right things and produce actionable outcomes. The results and quantitative analysis below provide your team with a benchmark for your team’s performance in this critical dimension.

*“Meetings are indispensable when you don’t want to do anything”
– John Kenneth Galbraith*

Productive Meetings : Your Responses by Statement

Statements	Average
Action items from team meetings are followed up	8.18
The appropriate people are invited to attend and contribute at team meetings	7.09
Team meetings start and end on time	6.18
Team meetings are focused and produce action items.	4.82
Team meetings are seen as an opportunity to be informed and develop solutions to challenges	4.09
Meetings within the team are productive	3.82



Legend	0 to 2.85	2.86 to 4.99	5.00 to 7.75	7.76 to 10.00
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Questions & Comments

What are our key strengths in this part of the profile?

What are our key challenges in this part of the profile?

Productive Meetings: Questions to ask myself as a team member.

Do I contribute positively and energetically to the success of our meetings?

What small improvements would exponentially increase the effectiveness of our meetings?

Resolution of Challenges

Resolution of Challenges: Teams that recognize and address issues that could impact their performance are teams that demonstrate excellence. Challenges can come from outside or inside the team or organization. The ability to respond promptly and effectively to these challenges is often a significant test of the character of a team. An elevated team score in this area is an indicator that this could be a strength for your team to build on.

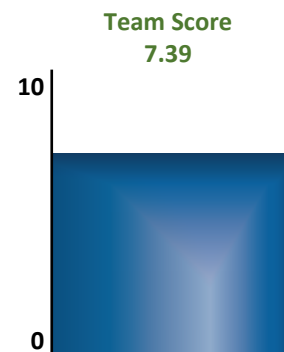
Teams often face defining moments that determine the speed of their progress. Some of these defining moments may be a result of internal team-related issues - or external threats. Teams that avoid addressing unpleasant realities may merely delay an inevitable confrontation which can become more damaging when it is ignored over time. Teams that spend an inordinate amount of energy assigning blame for problems or past errors are often teams that are focused on the wrong things.

Excellence in resolving challenges begins with a commitment by team members to be vigilant and proactive in identifying the initial signals of an impending issue. Timing is important, so is finding the root cause of the issue rather than focusing on symptoms. The results and quantitative analysis below provide your team with a benchmark for your team’s performance in this critical dimension.

“The successful person has unusual skill at dealing with conflict and ensuring the best outcome for all.” – Sun Tzu

Resolution of Challenges : Your Responses by Statement

Statements	Average
The team ensures that obstacles to success are removed as quickly as possible	8.55
The team works to identify the root causes of problems or errors	8.18
The team quickly develops solutions for problems that need to be faced	7.82
The team resolves problems quickly and correctly	7.18
Errors are viewed as learning opportunities rather than an occasion for assigning blame	6.55
Challenges are treated as opportunities by the team	6.09



Legend	0 to 2.85	2.86 to 4.99	5.00 to 7.75	7.76 to 10.00
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Questions & Comments

What are our key strengths in this part of the profile?

What are our key challenges in this part of the profile?

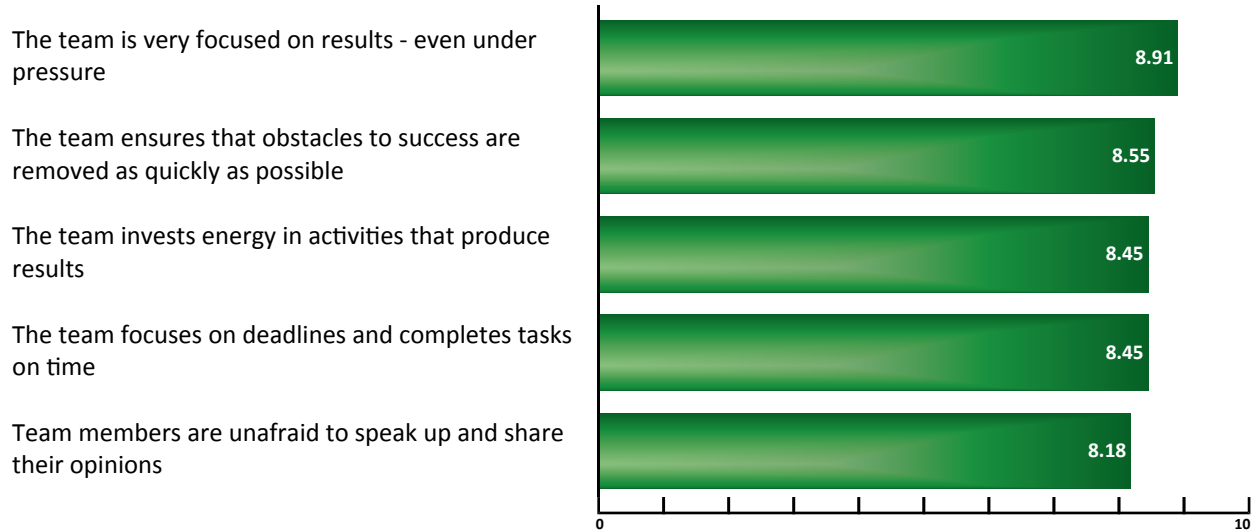
Resolution of Challenges: Questions to ask myself as a team member.

Do I help identify and resolve issues that could slow our team's progress?

How do I go about addressing significant challenges?

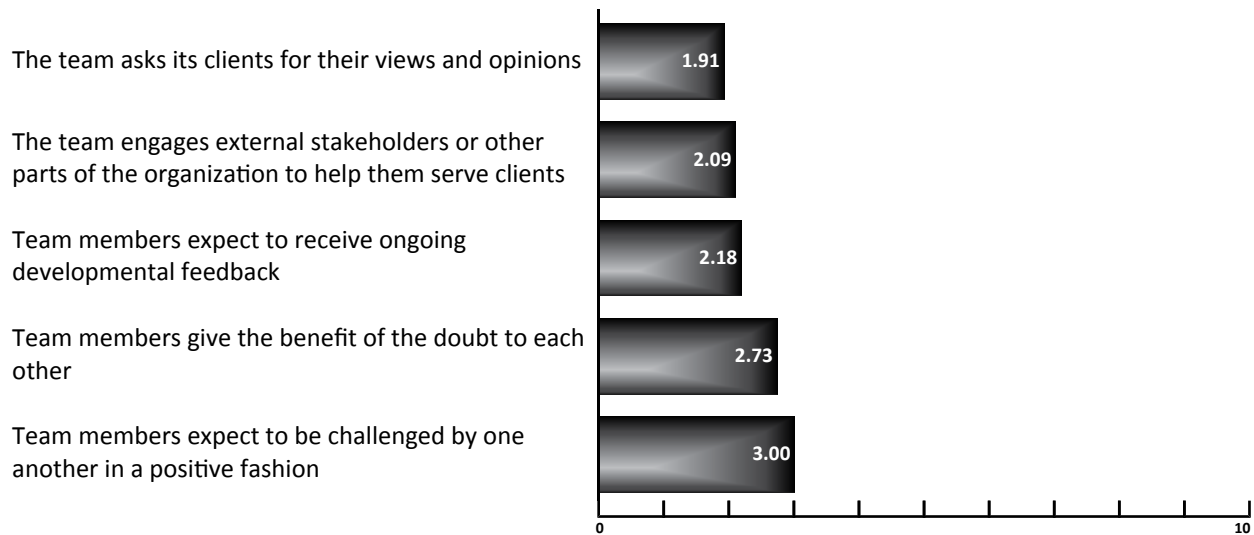
Team Strengths: A Foundation for Ongoing improvement

The graph below represents statements that were identified as being most descriptive of the team when compared against other statements in the evaluator. It is important to understand the reasons why, on average, these statements were ranked highly. They likely represent strengths that the team can use to further elevate performance. We recommend that you review them and ask a number of questions about them so that the team can build upon them and ensure that they continue to be dominant team characteristics.



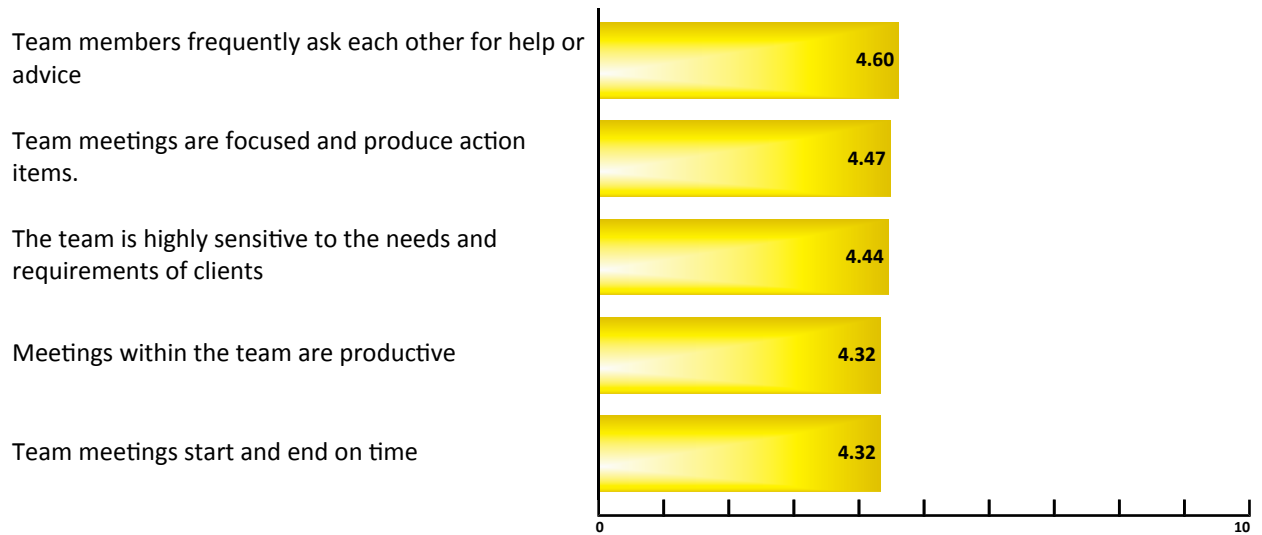
Team Challenges: Areas to Understand Better

The graph below represents statements that were identified as being least descriptive of the team when compared against other statements in the evaluator. It is important to understand the reasons why, on average, these statements were ranked lower. They may represent a potential for improvement that the team can consider in order to elevate its performance. They may also represent things that are less important to the team. We suggest that you ask a number of questions about each of them to determine if they require any immediate attention, but we recommend that you do not focus exclusively on this area, as it is always preferable to focus on key strengths.



Standard Deviation

The graph below represents statements that were identified because they had a relatively high level of variability in the responses that were given. The broad range of responses suggests the potential for a difference in the understanding of the statement or a difference in the perception of how the team functions in relation to the statement. It is important to understand the reasons why the statements trigger different responses. Careful consideration of the root issues related to differences of perspective in this area can represent a significant opportunity for the team to elevate its performance. There may also be logical explanations for large variations in the responses. We suggest that you ask a number of questions about each of them to determine if they require any immediate attention, but we recommend that you do not focus exclusively on this area, as it is always preferable to focus on key strengths.



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