TEAMWORK GPS
ULTRA LEADERSHIP TEAM ASSESSMENT

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Team Name Widget’s Leadership Team
Report Date June 1, 2017
TeamWork GPS - Your Team’s Current Position

As your team works to engage one another and move quickly and effectively toward your shared goals, the information in this report will provide an important diagnostic snapshot of the conditions required for your team to achieve success on your next project or in the next quarter or year.

The information included in your TeamWork GPS report will enable you to celebrate your strengths and workshop ways to close gaps that can keep you from moving forward successfully.

On the following pages you’ll find an in-depth explanation of each report and graphical representation of your responses. The goal is to allow you to easily take in the data, determine your current position, and identify options to create the conditions that can increase your engagement and get you back on course to maximizing your performance as a team.

Report Contents:
- TeamWork GPS Survey Overview
- Explanation of Reports & Scoring Rules
- TeamWork GPS All Raters Analysis
- TeamWork GPS Team Breakdown Analysis
- TeamWork GPS By Item Graphical Rating
- Item Ranking
- Comments
- TeamWork GPS Next Step Questions

TeamWork GPS Survey Overview

To go fast and win you need shared clarity, a solid capacity for leadership and teamwork, and highly coordinated action. The TeamWork GPS provides a snapshot of a team’s current state in three categories that illustrate the conditions required for team success: Alignment, Bench Strength, Coordinated Action.

Alignment—Shared clarity on direction (vision, mission, strategy) and the plan (structure, roles & responsibilities, systems, processes) to achieve it.

Bench Strength—Team capacity (functional skills, emotional intelligence) and culture (openness, adaptability) ensuring a state of constant readiness.

Coordinated Action—Practices and processes enabling ongoing follow-up and follow-through with tracking and adjustment mechanisms to lead and manage through ever-changing business environments.
EXPLANATION OF REPORTS

All survey participants replied to the 15 items. Possible answers were “Yes,” “Needs Work,” or “No.” Where participants answered “Needs Work” or “No,” they were required to include evidence via comments to support those answers.

TeamWork GPS High-Level Snapshots

The High-Level Snapshot provides a view of averaged scores of all respondents across the three main survey categories.

TeamWork GPS Detailed Snapshots

The Detailed Snapshot is view of the five items in each category.

High-Level and Detailed Snapshots are provided according to the following groupings:

- All Respondents
- Leader
- Team 1
- Team 2 (If applicable)

Each TeamWork GPS Snapshot offers a view of your team’s overall strengths and gaps. The color of each section of both High-Level and Detailed Snapshots is determined by three rules.

GREEN: Area of Strength: Heading in Right Direction.
At least 80% of respondents must mark YES for an item to be scored Green. For an entire category to be scored Green, at least 80% of all responses must be YES. Green means that this particular item or category is an area of strength for the team. If this rule is not met, then the next rule kicks in.

AMBER: Work Required: Off the Trail.
Over 20% of respondents marked NEEDS WORK or NO for an item. For an entire category to be scored Amber, more than 20% of all responses were NEEDS WORK or NO. Amber indicates that some thought and action are required to address this particular item or category. If this rule is not met, then the next rule kicks in.

RED: Urgent Action Required: Lost in the Woods.
Over 50% of respondents marked NEEDS WORK or NO for an item. For an entire category to be scored Red, more than 50% of all responses were NEEDS WORK or NO. Red indicates that urgent action is required to change the current situation regarding this particular item or category.
TeamWork GPS By Item Graphical Rating

The Graphical Rating report provides bar charts for each of the items in the survey, clearly showing positive and negative responses to each item. Numbers of respondents are shown on the end of bars.

Item Ranking

The Question Ranking report considers ratings scored for each item in the survey, and then ranks these items based upon these. The higher ranked items scored the highest (and are therefore strengths) while lower ranked items scored the lowest (and are therefore potential areas of development focus).

Comments

The Comments section of the report provides the comments respondents made when required by a response of “Needs Work” or “No” for any item as well as general and/or specific comments made at the end of each category within the survey.

This report includes ratings from a total of the following:

- Team Leader: 1
- Team 1: 11
- Team 2: 20
- All Raters: 32
We know and understand…

1. Our Team Mission and Purpose.
2. The Key Milestones and Timelines.
3. Our Roles and Responsibilities.
4. Who our Key Stakeholders are.
5. Our Accountabilities and Contribution Measurements.

Color Key

Area of Strength: Heading in Right Direction
Work Required: Off the Trail
Urgent Action Required: Lost in the Woods

Team 1

Team 2
Leader Comments

As a Leadership Team we are very clear on our Mission & Purpose, but I’ve replaced over half of the team members this year resulting in significant issues around who is accountable and missing key timelines. As a Leadership Team we are very clear on our Mission & Purpose, but I’ve replaced over half of the team members this year resulting in significant issues around who is accountable and missing key timelines.

Team 1 Comments

Originator Team 1 test comments, Alignment 16

As a team member much of my day is spent navigating who all are my stakeholders and who/what it takes to reach a decision.

Test comments Team 1 alignment 11

It is so easy to accomplish my department goals when I only have my immediate team as contributors. Whenever my deliverables need interdepartmental input and buy in, I spend most of time feeling like a “sales person” and constantly pitching, cajoling, escalating concerns. It should be easier.

It is unclear what (if any) consequences there are for not meeting deadlines. There is very little regard for completing projects on time when it is unclear who/what is dependent upon my work.
It is a joy working with my immediate peers and we accomplish much in a short time and it seems easy. It is difficult to get good input and results from stakeholders in other departments without meeting with them daily and often with their manager present, which seems like a waste of production time.

Some teams are notoriously late to meetings and their meetings drag on for what seems like an eternity. This has led to a breakdown in effective communication as no one wants to interact with that department.

There is no time to improve anything when we are constantly tending to ASAP work.

I can never meet the timelines of my deliverables, because I am constantly pulled into meetings that need my expertise, but I get no credit for the success.

My team is left out of key meetings and often we complete our deliverables, only to find out the specs changed or the project is being shelved.

My department is the catch all for anything another department doesn’t want to do. We work constantly to assist other departments, without any recognition or long range planning.

Team 2 Comments

#N/A

My teams priorities shift daily and seem to go from one emergency to another.

Test comments Team 2 AL 5

Test comments Team 2 alignment 10

I am handling the day to day of the team, but without clear direction of long-term goals or what is important for the long-term, which makes it hard to make everyday decisions.

team 2 comment- alignment 14

Test comments Team 2 AL 3

Test comments Team 2 AL 1

Test comments Team 2 alignment 9

My role has shifted 5 times since my start date a year ago. Although I am flexible, this constant shifting/announcing/implementation of new roles & responsibilities creates confusion among departments and team members.
team 2 comment- alignment 13

My contributions are often rolled into the team appreciation, when really I’m one doing 99% of the work.

team 2 comment- alignment 15

Test comments Team 2 AL 7

team 2 comment- alignment 125

team 2 comment- alignment 16

Test comments Team 2 AL 2

Timelines are often established before even knowing the full scope of the work, which makes it near impossible to meet launch dates.

Test comments Team 2 AL 4

Test comments Team 2 AL 6

Test comments Team 2 alignment 8
10. We have the capacity to engage others in our organization with respect and openness through change.

9. We have the capacity to manage change-related anxiety and remain engaged.

8. We have the functional skills and abilities to enable us to engage and contribute to deliver the strategy.

6. We understand and accept that change is normal and ongoing.

7. There is a willingness on our team to adjust plans and approaches to implementing our strategy.

**Color Key**

| Area of Strength: Heading in Right Direction | Work Required: Off the Trail | Urgent Action Required: Lost in the Woods |

**Team 1**

- Area of Strength
- Work Required
- Urgent Action Required

**Team 2**

- Area of Strength
- Work Required
- Urgent Action Required
Leader Comments

After a year of recruiting and replacing key team members, I feel that we finally have a highly qualified engaged team that is ready to do great work.

Team 1 Comments

Originator Team 1 test comments, bench Strength

I enjoy working with this leadership team, they are a straightforward, brainy bunch. Because many of us are new, there is still ramp up period of getting to know each other, strengths and where we do our best work.

Test comments Team 1 BS

Sometimes we are too polite and therefore leave too many opportunities/good ideas unsaid. I don’t understand why everyone doesn’t speak up in the room and instead mentions their good ideas after the fact.

I spend much of my time in meetings just explaining changes, possible enhancements, and what I see as next, however, my peers often keep charging ahead on the original path, sometimes it can be hard to get the team to pivot in a new direction.

We could question change more instead of constantly going with the flow of changes.
It is easy to meet with other teams, however it is difficult to get any sort of solid agreement about how, and often end up as directionless as we started.

Sometimes new approaches to a project can get good nods of agreement, but then everyone goes back to executing on the original plan instead of the new one, leading to confusion and a constant need to re-clarify with Jan.
Test comments Team 2 BS
11. We have a foundation of trust within our team and between teams and departments that enables effective cooperation to get things done.

12. We have a culture of openness and honest communication that facilitates strong alignment and high engagement.

13. We are supported with the right systems, processes, and resources.

14. We have a clearly defined work breakdown structure. (e.g. RACI).

15. We have a mechanism for regular and on-going feedback.

**Color Key**

- **Area of Strength:** Heading in Right Direction
- **Work Required:** Off the Trail
- **Urgent Action Required:** Lost in the Woods
Leader Comments
Due to the many staff changes this year the team has not been cohesive. We would have long meetings where nothing was accomplished or concerns were not voiced in the room, only after the fact leading to many delays in production.

Team 1 Comments
Originator Team 1 test comments, coordinated action

1:1 meetings with Jan are very focused on work status and troubleshooting bottlenecks. I would like more time spent on my own leadership and approach with the team and staff.

Test comments Team 1 CA
I spent most of the last year in 1:1 communications trying to get people on the same page. For some reason our team meetings are stilted and not everyone contributes. I would like to know why and improve how we work together.

We constantly communicate updates via email, leading to long strings. It would be helpful to have a different platform for tracking and updates.

It is hard to catch Jan for a thoughtful 1:1.

Test comments Team 1 CA
My manager is always available for questions regarding work, however all our development 1:1s get cancelled or prioritized for a later day.

Test comments Team 1 CA

Test comments Team 1 CA

Team 2 Comments

#N/A

Test comments Team 2 CA

Test comments Team 2 CA

I spend much of my just identifying who my stakeholders are and then meeting with them individually to review. It is difficult to schedule more than 2 person meetings.

I don’t always know where I stand with my peers and Jan. It is difficult to get meaningful feedback. I am excluded from many meetings where I think I would have good input.

team 2 comment- CA

It is difficult to track progress and work to completion without a thousand emails. I’ve gone to weekly updates for the team, but it is obvious the team doesn’t read as I get questions all day that are answered in my weekly email communication.

My manager is rarely available to discuss my overall work at Widget’s. We spend most of our time solving customer issues.

Test comments Team 2 CA

I am still learning who is who at Widgets and spend most of my time trying to network with co-workers to find out more about what they do/don’t.

team 2 comment- CA

Although I try to have interdepartmental meetings, some departments rarely show up, which is discouraging.

team 2 comment- CA

Test comments Team 2 CA

I spend much of my time on administrative duties, due to untrained staff and limited knowledge resources for new hires.
team 2 comment- CA

Test comments Team 2 CA

I sometimes have to go to 5 different department heads to get the information I need.

Test comments Team 2 CA

We are moving fast and rarely have to evaluate what we could do now to get a better outcome next time.

When we project/proposal doesn’t come to fruition, there is no mechanism for debriefing, documenting for future reference.
## ITEM RANKING

The Item Ranking report considers ratings scored for each item in the survey, and then ranks these items based upon these scores. The higher ranked items scored the highest (and are therefore strengths) while lower ranked items scored the lowest (and are therefore potential areas of development focus).

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We have the capacity to engage others in our organization with respect and openness through change.

We know and understand our Team Mission and Purpose.

We know and understand who our key Stakeholders are.

We understand and accept that change is normal and ongoing.

We have the capacity to manage change-related anxiety and remain engaged.

We have a foundation of trust within our team and between teams and departments that enables effective cooperation to get things done.

We have a clearly-defined work breakdown structure. (e.g. RACI)

There is a willingness on our team to adjust plans and approaches to implementing our strategy.

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We have the functional skills and abilities to enable us to engage and contribute to deliver the strategy.

We know and understand our Accountabilities and Contribution Measurements.

We have a culture of openness and honest communication that facilitates strong alignment and high engagement.

We know and understand our Roles and Responsibilities.

We have a mechanism for regular and on-going feedback.

We are supported with the right systems, processes, and resources.
TEAMWORK GPS NEXT STEP QUESTIONS

Getting Back on Course

With the results of your TeamWork GPS in hand, you are ready to get out of the woods, back on the trail and headed toward a new level of engagement, alignment, and performance.

Another element of the Ultra Leadership® tool kit can be of help. The Ultra Leadership A3 process focuses a team’s thinking and decision-making to get to a place of aligned action.

A3 provides a framework for thinking carefully, feeling fully, and communicating effectively. It is designed to be used as a mental model and social technology allowing individuals and teams to frame thinking and guide conversations through a process of careful inquiry, deliberation, and decision-making.

A3 – Aim. Align. Act

**Aim:** The starting point for careful thinking. Begin by thinking about and discussing your current reality as reflected by your TeamWork GPS results. Some questions to consider here include:

- As we look at our current reality as reflected in our survey results, what stands out as strengths? What stands out as potential problem areas?
- How do our survey results make you feel? (Angry, sad, frustrated, happy, etc.)
- If we only addressed one issue revealed in the survey results, what would that be?

**Align:** The next step is to consider options for addressing issues raised and moving forward in a different way to close the gaps identified. Some questions to consider here include:

- What might we do to become clearer about agreed milestones and timelines?
- What might we do to create more clarity about our responsibilities, accountabilities and contribution measurements?
- What might we do to develop our functional skill set to delivery the strategy?
- How might we build more trust within our team?
- How might we build more trust between our team and other teams?
- How might we put in place a mechanism for more regular and on-going feedback?
**ACT:** Having carefully examined your survey results and considered the many options before you, at this step you decide simplest next steps that the team can take to close gaps and create the conditions for you to tackle your next project, quarter, or year with success. Some questions to consider here include:

- What specific actions will we take to improve our team’s capacity to deliver results?
- Who will drive what?
- What commitments do we each make to one another at this point?
- When will we check back on this issue as a team?

**Want to Get Better? Try a Team Workout.**

To assist teams wanting to move to a new level of engagement, alignment, and performance, we’ve developed the Team “Workout” experience. At Team Workouts teams engage one another to create shared clarity (Alignment), build capacity (Bench Strength), and get things done (Coordinate Action).

The Team Workout is a fast-paced and highly interactive two-day experience, customized for your team’s specific situation and needs. Team and individual development activities are firmly embedded in your business context. During the Team Workout, your team will put into practice concepts outlined in Greg Giuliano’s best-selling book, *Ultra Leadership: Go Beyond Usual and Ordinary to Engage Others and Lead Real Change* and utilize tested and proven leadership and team tools like the TeamWork GPS and the TeamWork Roadmap.

The TeamWork GPS you’ve just completed is a starting point. You know where you are. Our team can help your team accelerate the path to where you want to be.

**What You Can Expect:**

Led by Giuliano Associates’ most senior consultants, your team will:

- **Align around a TeamWork Roadmap** articulating a clear vision, strategy, and action plan
- **Establish guiding principles and an operating agreement** that builds trust necessary for cooperation and collaboration
- **Practice with tools** that build, replicate, and scale careful thinking and effective team communication

For more information, call +1-949-233-0588 or email [Info@UltraLeadership.com](mailto:Info@UltraLeadership.com)

For regular insights and tips on building and leading strong teams, follow us on Twitter: [@ultraleadership](https://twitter.com/@ultraleadership).