

TEAMVIEW360

TeamView360 Report for:

Sally Sample
Sample Company

Jan 21 2016



TEAMVIEW360

Section 1: Summary Feedback Report

Introduction

High performing teams don't just happen and personal effectiveness does not always equate to team effectiveness. The TeamView360 report is designed to provide feedback to individual team members about their contribution to the team (Section 1) as well as the overall effectiveness of the team (Section 2).

Section 1 of this report will compare team member ratings to your own self-perceptions on each of the 7 competencies measured in TeamView360. This section is based on the following information:

Your Self-Rating	1
Others' View of You	6
Your Team's Average	22

This Self Section gives you:

- ✓ Competencies and Behaviors
- ✓ Self Awareness Summary
- ✓ Competency Graphs
- ✓ Most Effective / Least Effective Behaviors
- ✓ Behavior Graphs
- ✓ Open Ended Comments Summary
- ✓ Individual Effectiveness Planning Worksheet

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All Invited Raters

Sally Sample	Your Self-Rating
Team Member 1	Others' View of You
Team Member 2	Others' View of You
Team Member 3	Others' View of You
Team Member 5	Others' View of You
Team Member 6	Others' View of You
Team Member 7	Others' View of You

Section 1: Competencies and Behaviors

Problem Solving

Recognising trends - Sees patterns in otherwise disorganised information Identifies problems before they occur. Puts "two and two" together and draws accurate conclusions.

Generating new ideas - Produces new ideas quickly. Seldom seems at a loss for an idea about a new way of doing work or for overcoming obstacles.

Evaluating and acting on new ideas - Shows openness to new ideas and input from others. Evaluates new ideas objectively based on their merits, regardless of who generated the ideas.

Planning

Planning for the future - Develops clear priorities, objectives and steps to be accomplished in future work.

Adapting to change - Modifies plans and objectives readily according to changing circumstances and situations.

Controlling

Organising and orchestrating events - Lays the foundation for work by bringing together resources, tools, schedules and people as needed.

Monitoring and controlling performance - Stays on top of what's happening. Knows the status of work underway. Ensures that work is being done within guidelines.

Meeting schedules and deadlines - Follows schedules and gets work done on time as per previous plans and agreements.

Producing high quality work - Produces work that is complete, accurate, neat, thorough, and in full compliance with all standards.

Maintaining high productivity - Gets things done Accomplishes a lot of work. Stays active and efficient. Helps to make sure that own and others' time is used efficiently.

Meeting commitments - Performs according to agreements. Follows through according to plans.

Managing Self

Handling pressure - Stays calm under pressure. Appears to not let pressure interfere with thinking capabilities and ability to exercise judgment.

Coping with frustrations - Handles difficulties, obstacles and frustrations well without becoming angry or irritated, and without upsetting or irritating others.

Developing own capabilities - Acts to improve and expand own capabilities. Shows interest and openness to learning and improvement.

Responding to feedback - Takes feedback from others easily and uses the feedback to adjust own behaviour or performance.

Section 1: Competencies and Behaviors Continued

Managing Relationships

Initiating new relationships - Makes acquaintances quickly. Reaches out to people without waiting for others to make the first move.

Cooperating with others - Readily modifies plans to accommodate others' work and needs. Finds ways to keep own objectives in line with others' plans and needs.

Sizing-up people (understanding others' motives and capabilities) - Perceives other people's capabilities, preferences, and talents accurately. Understands how individual people differ.

Maintaining relationships - Keeps up contacts with people. Takes the initiative to stay in touch and in communication.

Resolving conflicts - Takes action to assist in settling disputes and reaching agreements. Resolves differences with other people effectively, and helps others to resolve their differences.

Responding to others' needs - Responds helpfully to other's requests and takes the initiative to offer assistance and support. Is sensitive to what other's want and need.

Leading

Delegating responsibility - Lets others handle tasks within their capabilities; permits others to assuming responsibility for planning and executing tasks. Does not try to perform all work by oneself without assistance.

Facilitating meetings - In formal or informal gatherings, acts to bring focus to the meeting. Brings out information from others and helps the exchange of information, ideas, and plans.

Motivating and inspiring others - Builds energy and enthusiasm in others. Helps others to stay productive and active through their own motivation, interests, and commitments.

Developing other people - Helps others to expand on and improve their capabilities. Looks for ways to help other people learn and develop. Coaches and shares knowledge with others.

Giving recognition to others - Openly shows appreciation for others' contributions and efforts. Gives credit to others.

Communicating

Articulating ideas and information - Speaks clearly and expresses ideas so that others understand what is meant.

Listening to others - Gives careful attention to what others have to say. Plays back information to make sure that others' messages are understood.

Keeping others informed - Keeps others up-to-date on new information, plans, and developments. Does not wait for others to ask for information.

Giving performance feedback - Gives others information about their performance. Identifies clearly where performance exceeds, meets, or falls short of objectives, standards, or other's expectations and needs.

Communicating expectations - Lets others know clearly what is expected or needed from them. Does not wait until after the fact to communicate expectations.

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Self-Awareness Index Introduction

INTRODUCTION

Research suggests that accurate self-awareness about one's strengths and potential areas of development is important for effective job performance and success. The **Self-Awareness Index** provides a way for you to compare your own self-ratings to those of your team members on the critical competencies measured by **TeamView360**.

The scores for all your team members have been averaged together and are compared to your own self-ratings and graphically displayed in one of the four quadrants shown below. The **Self-Awareness Index** can be categorized in four distinct ways:

- ✓ Potential Strengths - the competencies represented in this quadrant are those in which others rate you above average but you rate yourself below average relative to the norms. Others recognize these as potential strengths, but you do not
- ✓ Confirmed Strengths - the competencies represented in this quadrant are those rated above average by both yourself and other rater groups relative to the norms. They represent confirmed strengths -- assets on which you can leverage and capitalize on
- ✓ Potential Development Areas - the competencies represented in this quadrant are those that were rated below average by your rater groups but you rate yourself above average relative to the norms. You recognize these as potential strengths, but others do not
- ✓ Confirmed Development Areas - the competencies represented in this quadrant are those rated below average by both yourself and other rater groups relative to the norms. They represent confirmed development areas -- opportunities to potentially focus on

OTHER RATINGS	High	Potential Strengths	Confirmed Strengths
	Low	Confirmed Development Areas	Potential Development Areas
		Low	High

SELF RATINGS

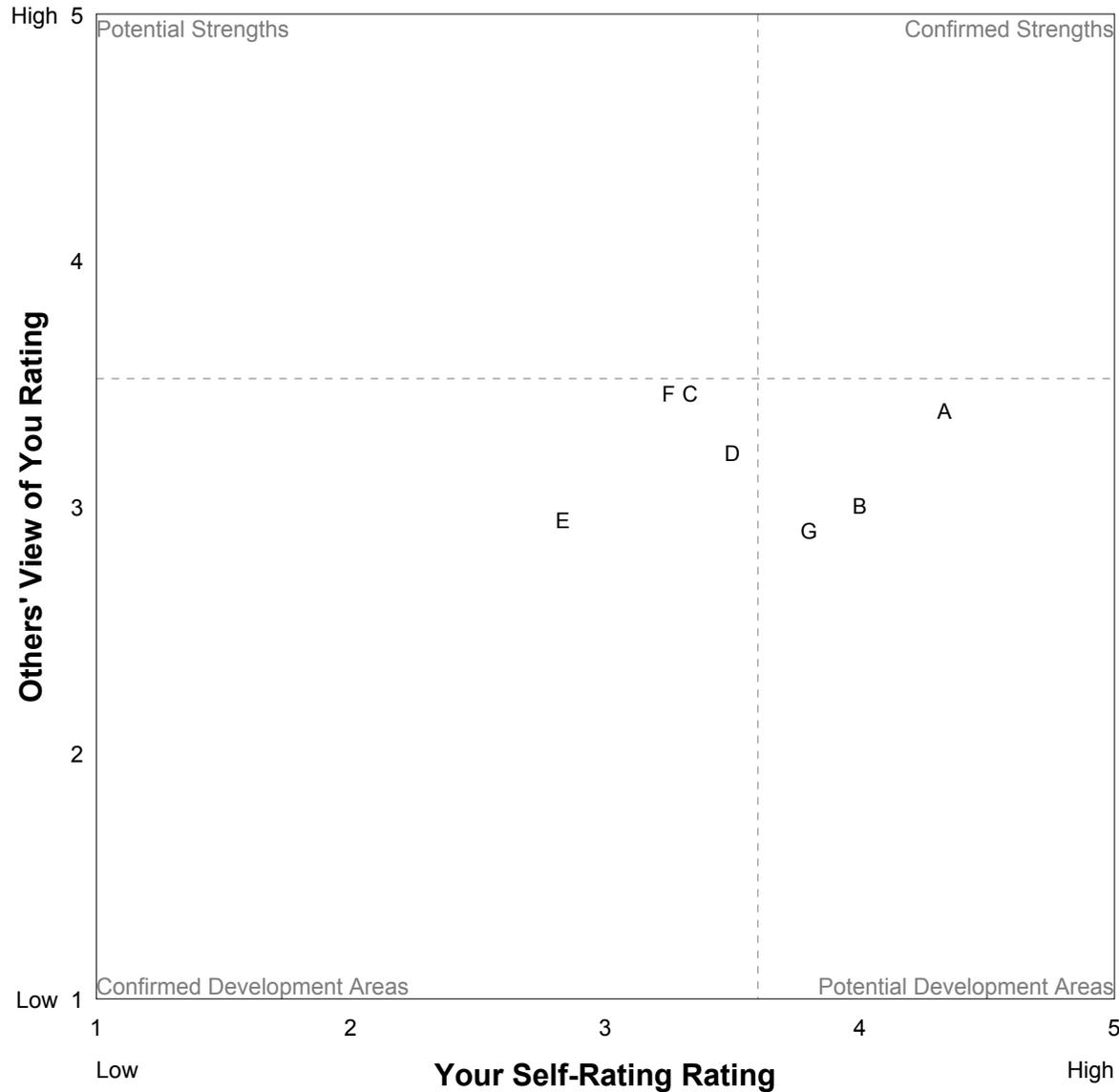
HOW TO USE YOUR SELF-AWARENESS INDEX

- ✓ First, examine the specific competencies that fall into each of these four quadrants
- ✓ Next, explore the themes of these competencies to see how they may or may not be logically related to each other. It's important to continue to leverage those competencies that are categorized as Confirmed or Potential Strengths
- ✓ Finally, consider ways to enhance skills and effectiveness in those competencies categorized as Confirmed or Potential Development Areas

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Self-Awareness Index

Your Self-Rating - Others' View of You (N = 6)



Average Scores		
	<u>Your</u> Self-Rating	<u>Others'</u> View of You

Confirmed Development Areas

C. Controlling	3.33	3.50
D. Managing Self	3.50	3.22
E. Managing Relationships	2.83	2.94
F. Leading	3.25	3.50

Potential Development Areas

A. Problem Solving	4.33	3.39
B. Planning	4.00	3.00
G. Communicating	3.80	2.90

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Section 1: Competency Graph Introduction

How to Interpret Your Graphs

The bar graphs that follow compare your perceptions to those of your team members using average scores for each of the 7 TeamView360 competencies. Your team scores will be shown separately on the graphs with the actual raw score averages and number of raters shown on the right side. The thin line within each bar graph provides the range of scores for your team.

Differences of one-half a point or more by the your team might suggest important perceptual differences. Each TeamView360 graph is easy to understand and interpret. You and your team members were asked to rate the observed behaviors using the following 5-point scale:

On the bar graphs that follow, the frequency ratings are indicated as shown below:

- 1 = Needs Considerable Development
- 2 = Needs Development
- 3 = Competent
- 4 = Effective
- 5 = Very Effective

Avs "Avs" is the average score and corresponds with the bar length.

N "N" shows the number of team members who answered the questions in this competency.

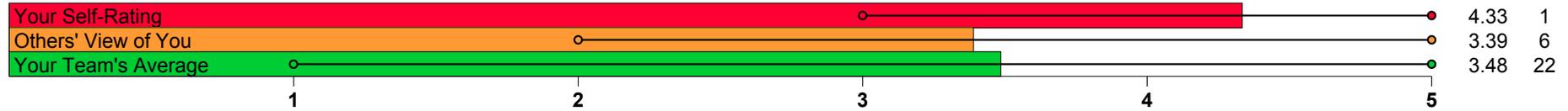
NR "NR" means no people have responded.

AP "AP" means anonymity protection i.e., if fewer than a specified minimum number of people have responded, the score is not shown to protect anonymity.

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Section 1: Competency Summary

Problem Solving



Planning



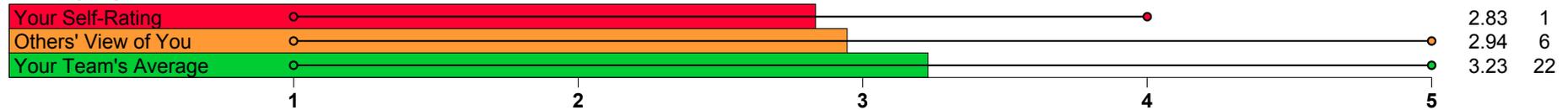
Controlling



Managing Self



Managing Relationships



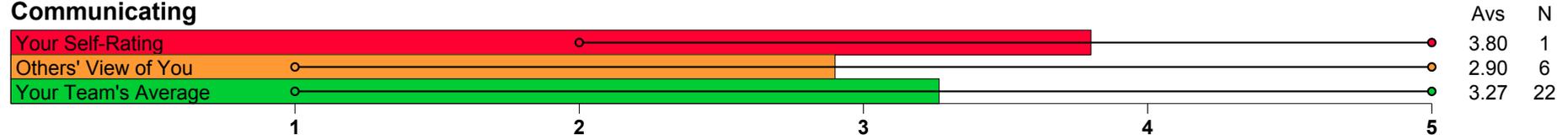
Leading



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Section 1: Competency Summary Continued

Communicating



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Section 1: Most Effective Behaviors - Your Self-Rating

These behaviors were identified as your greatest strengths. They are rank ordered so the first item is your highest rated behavior based on average scores.

Score	Behavior	Competency
5.00	Developing other people - Helps others to expand on and improve their capabilities. Looks for ways to help other people learn and develop. Coaches and shares knowledge with others.	Leading
5.00	Responding to feedback - Takes feedback from others easily and uses the feedback to adjust own behaviour or performance.	Managing Self
5.00	Keeping others informed - Keeps others up-to-date on new information, plans, and developments. Does not wait for others to ask for information.	Communicating
5.00	Articulating ideas and information - Speaks clearly and expresses ideas so that others understand what is meant.	Communicating
5.00	Evaluating and acting on new ideas - Shows openness to new ideas and input from others. Evaluates new ideas objectively based on their merits, regardless of who generated the ideas.	Problem Solving
5.00	Generating new ideas - Produces new ideas quickly. Seldom seems at a loss for an idea about a new way of doing work or for overcoming obstacles.	Problem Solving
5.00	Meeting schedules and deadlines - Follows schedules and gets work done on time as per previous plans and agreements.	Controlling
5.00	Maintaining high productivity - Gets things done Accomplishes a lot of work. Stays active and efficient. Helps to make sure that own and others' time is used efficiently.	Controlling
4.00	Monitoring and controlling performance - Stays on top of what's happening. Knows the status of work underway. Ensures that work is being done within guidelines.	Controlling
4.00	Communicating expectations - Lets others know clearly what is expected or needed from them. Does not wait until after the fact to communicate expectations.	Communicating
4.00	Planning for the future - Develops clear priorities, objectives and steps to be accomplished in future work.	Planning
4.00	Adapting to change - Modifies plans and objectives readily according to changing circumstances and situations.	Planning
4.00	Coping with frustrations - Handles difficulties, obstacles and frustrations well without becoming angry or irritated, and without upsetting or irritating others.	Managing Self
4.00	Developing own capabilities - Acts to improve and expand own capabilities. Shows interest and openness to learning and improvement.	Managing Self
4.00	Facilitating meetings - In formal or informal gatherings, acts to bring focus to the meeting. Brings out information from others and helps the exchange of information, ideas, and plans.	Leading
4.00	Resolving conflicts - Takes action to assist in settling disputes and reaching agreements. Resolves differences with other people effectively, and helps others to resolve their differences.	Managing Relationships

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Section 1: Most Effective Behaviors - Your Self-Rating

Score	Behavior	Competency
4.00	Initiating new relationships - Makes acquaintances quickly. Reaches out to people without waiting for others to make the first move.	Managing Relationships

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Section 1: Most Effective Behaviors - Others' View of You

The following behaviors were identified by your team member as your greatest strengths. They are rank ordered so the first item is the highest rated behavior based on average scores.

Score	Behavior	Competency
4.00	Giving recognition to others - Openly shows appreciation for others' contributions and efforts. Gives credit to others.	Leading
3.83	Developing other people - Helps others to expand on and improve their capabilities. Looks for ways to help other people learn and develop. Coaches and shares knowledge with others.	Leading
3.83	Meeting commitments - Performs according to agreements. Follows through according to plans.	Controlling
3.83	Meeting schedules and deadlines - Follows schedules and gets work done on time as per previous plans and agreements.	Controlling
3.83	Monitoring and controlling performance - Stays on top of what's happening. Knows the status of work underway. Ensures that work is being done within guidelines.	Controlling
3.50	Responding to others' needs - Responds helpfully to other's requests and takes the initiative to offer assistance and support. Is sensitive to what other's want and need.	Managing Relationships
3.50	Listening to others - Gives careful attention to what others have to say. Plays back information to make sure that others' messages are understood.	Communicating
3.50	Handling pressure - Stays calm under pressure. Appears to not let pressure interfere with thinking capabilities and ability to exercise judgment.	Managing Self
3.50	Evaluating and acting on new ideas - Shows openness to new ideas and input from others. Evaluates new ideas objectively based on their merits, regardless of who generated the ideas.	Problem Solving
3.50	Generating new ideas - Produces new ideas quickly. Seldom seems at a loss for an idea about a new way of doing work or for overcoming obstacles.	Problem Solving
3.50	Producing high quality work - Produces work that is complete, accurate, neat, thorough, and in full compliance with all standards.	Controlling
3.50	Delegating responsibility - Lets others handle tasks within their capabilities; permits others to assuming responsibility for planning and executing tasks. Does not try to perform all work by oneself without assistance.	Leading
3.50	Planning for the future - Develops clear priorities, objectives and steps to be accomplished in future work.	Planning

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Section 1: Least Effective Behaviors - Your Self-Rating

You identified the following behaviors as those in which your performance is least effective. They are rank ordered so the first item is the lowest rated behavior based on average scores. We suggest you pay particular attention to these behaviors and focus your immediate developmental activities on them.

Score	Behavior	Competency
1.00	Organising and orchestrating events - Lays the foundation for work by bringing together resources, tools, schedules and people as needed.	Controlling
1.00	Handling pressure - Stays calm under pressure. Appears to not let pressure interfere with thinking capabilities and ability to exercise judgment.	Managing Self
1.00	Sizing-up people (understanding others' motives and capabilities) - Perceives other people's capabilities, preferences, and talents accurately. Understands how individual people differ.	Managing Relationships
2.00	Cooperating with others - Readily modifies plans to accommodate others' work and needs. Finds ways to keep own objectives in line with others' plans and needs.	Managing Relationships
2.00	Listening to others - Gives careful attention to what others have to say. Plays back information to make sure that others' messages are understood.	Communicating
2.00	Delegating responsibility - Lets others handle tasks within their capabilities; permits others to assuming responsibility for planning and executing tasks. Does not try to perform all work by oneself without assistance.	Leading
2.00	Giving recognition to others - Openly shows appreciation for others' contributions and efforts. Gives credit to others.	Leading
2.00	Meeting commitments - Performs according to agreements. Follows through according to plans.	Controlling
3.00	Recognising trends - Sees patterns in otherwise disorganised information Identifies problems before they occur. Puts "two and two" together and draws accurate conclusions.	Problem Solving
3.00	Producing high quality work - Produces work that is complete, accurate, neat, thorough, and in full compliance with all standards.	Controlling
3.00	Giving performance feedback - Gives others information about their performance. Identifies clearly where performance exceeds, meets, or falls short of objectives, standards, or other's expectations and needs.	Communicating
3.00	Maintaining relationships - Keeps up contacts with people. Takes the initiative to stay in touch and in communication.	Managing Relationships
3.00	Responding to others' needs - Responds helpfully to other's requests and takes the initiative to offer assistance and support. Is sensitive to what other's want and need.	Managing Relationships

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Section 1: Least Effective Behaviors - Others' View of You

The following behaviors were identified by your team members as those in which your performance is least effective. They are rank ordered so the first item is the lowest rated behavior based on average scores. We suggest you pay particular attention to these behaviors and focus your immediate developmental activities on them.

Score	Behavior	Competency
2.33	Communicating expectations - Lets others know clearly what is expected or needed from them. Does not wait until after the fact to communicate expectations.	Communicating
2.50	Cooperating with others - Readily modifies plans to accommodate others' work and needs. Finds ways to keep own objectives in line with others' plans and needs.	Managing Relationships
2.50	Resolving conflicts - Takes action to assist in settling disputes and reaching agreements. Resolves differences with other people effectively, and helps others to resolve their differences.	Managing Relationships
2.50	Adapting to change - Modifies plans and objectives readily according to changing circumstances and situations.	Planning
2.67	Keeping others informed - Keeps others up-to-date on new information, plans, and developments. Does not wait for others to ask for information.	Communicating
2.67	Articulating ideas and information - Speaks clearly and expresses ideas so that others understand what is meant.	Communicating
2.83	Maintaining relationships - Keeps up contacts with people. Takes the initiative to stay in touch and in communication.	Managing Relationships
2.83	Organising and orchestrating events - Lays the foundation for work by bringing together resources, tools, schedules and people as needed.	Controlling
2.83	Responding to feedback - Takes feedback from others easily and uses the feedback to adjust own behaviour or performance.	Managing Self
3.00	Facilitating meetings - In formal or informal gatherings, acts to bring focus to the meeting. Brings out information from others and helps the exchange of information, ideas, and plans.	Leading
3.00	Initiating new relationships - Makes acquaintances quickly. Reaches out to people without waiting for others to make the first move.	Managing Relationships

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Section 1: Behavior Graph Introduction

How to Interpret Your Graphs

The bar graphs that follow compare your perceptions to those of your team members using average scores for each of the 31 TeamView360 behaviors. Your team category and scores will be shown separately on the graphs with the actual raw score averages and number of raters shown on the right side. The thin line within each bar graph provides the range of scores for Your team.

Differences of one-half a point or more by the your team might suggest important perceptual differences. Each TeamView360 graph is easy to understand and interpret. You and your team members were asked to rate the observed behaviors using the following 5-point scale:

On the bar graphs that follow, the frequency ratings are indicated as shown below:

- 1 = Needs Considerable Development
- 2 = Needs Development
- 3 = Competent
- 4 = Effective
- 5 = Very Effective

Avs "Avs" is the average score and corresponds with the bar length.

N "N" shows the number of team members who answered the questions in this behavior.

NR "NR" means no people have responded.

AP "AP" means anonymity protection i.e., if fewer than a specified minimum number of people have responded, the score is not shown to protect anonymity.

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Section 1: Behavior Summary

Problem Solving



5. Recognising trends - Sees patterns in otherwise disorganised information Identifies problems before they occur. Puts "two and two" together and draws accurate conclusions.



8. Generating new ideas - Produces new ideas quickly. Seldom seems at a loss for an idea about a new way of doing work or for overcoming obstacles.



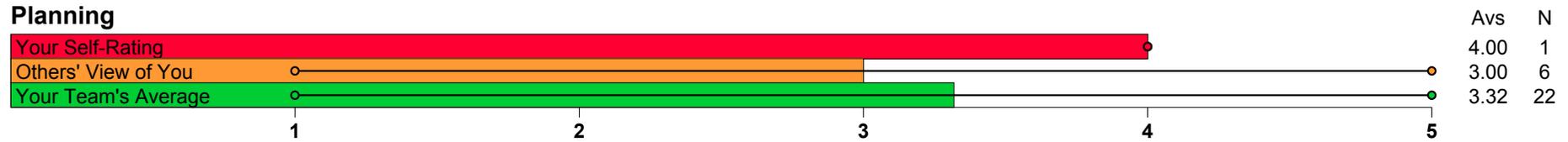
30. Evaluating and acting on new ideas - Shows openness to new ideas and input from others. Evaluates new ideas objectively based on their merits, regardless of who generated the ideas.



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Section 1: Behavior Summary Continued

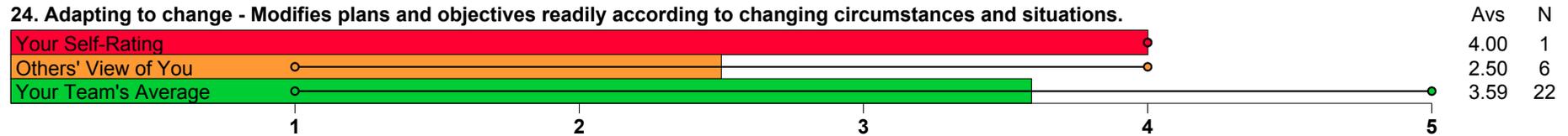
Planning



2. Planning for the future - Develops clear priorities, objectives and steps to be accomplished in future work.



24. Adapting to change - Modifies plans and objectives readily according to changing circumstances and situations.



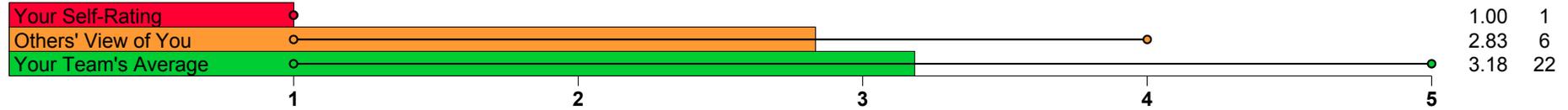
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Section 1: Behavior Summary Continued

Controlling



3. Organising and orchestrating events - Lays the foundation for work by bringing together resources, tools, schedules and people as needed.



9. Monitoring and controlling performance - Stays on top of what's happening. Knows the status of work underway. Ensures that work is being done within guidelines.



11. Meeting schedules and deadlines - Follows schedules and gets work done on time as per previous plans and agreements.



15. Producing high quality work - Produces work that is complete, accurate, neat, thorough, and in full compliance with all standards.



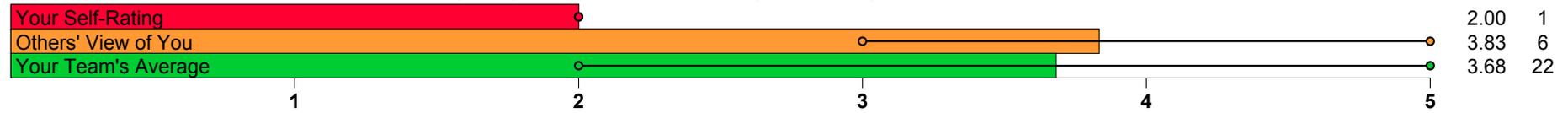
19. Maintaining high productivity - Gets things done Accomplishes a lot of work. Stays active and efficient. Helps to make sure that own and others' time is used efficiently.



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Section 1: Behavior Summary Continued

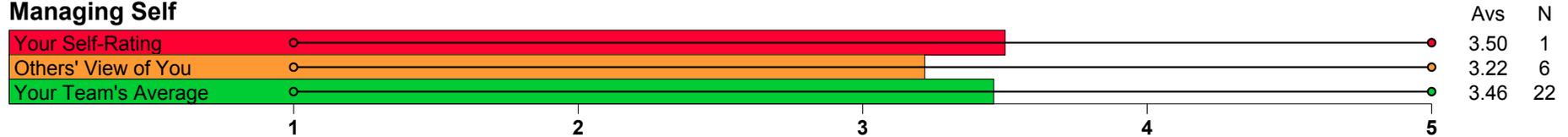
25. Meeting commitments - Performs according to agreements. Follows through according to plans.



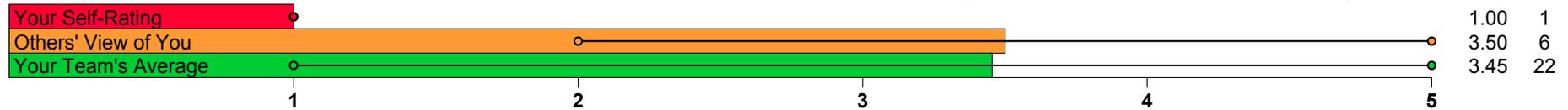
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Section 1: Behavior Summary Continued

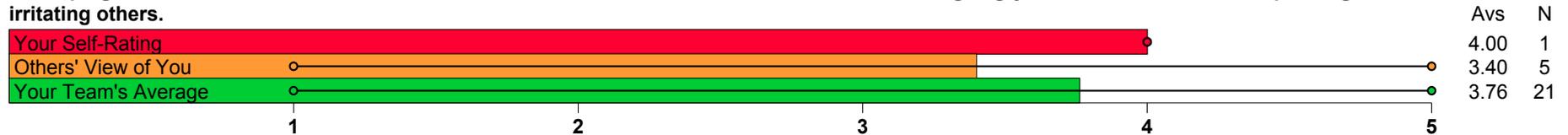
Managing Self



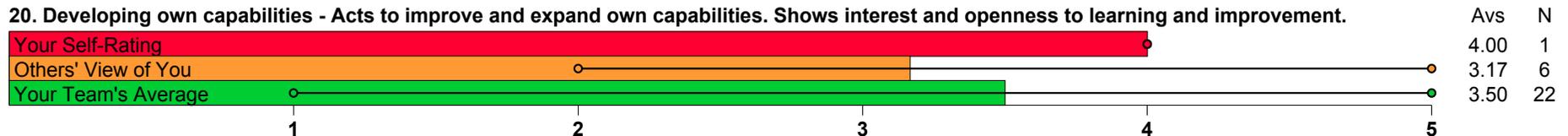
6. Handling pressure - Stays calm under pressure. Appears to not let pressure interfere with thinking capabilities and ability to exercise judgment.



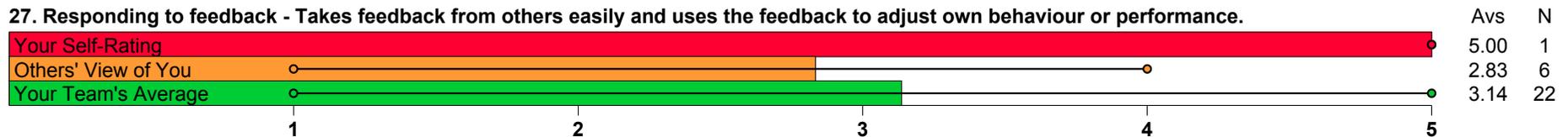
12. Coping with frustrations - Handles difficulties, obstacles and frustrations well without becoming angry or irritated, and without upsetting or irritating others.



20. Developing own capabilities - Acts to improve and expand own capabilities. Shows interest and openness to learning and improvement.



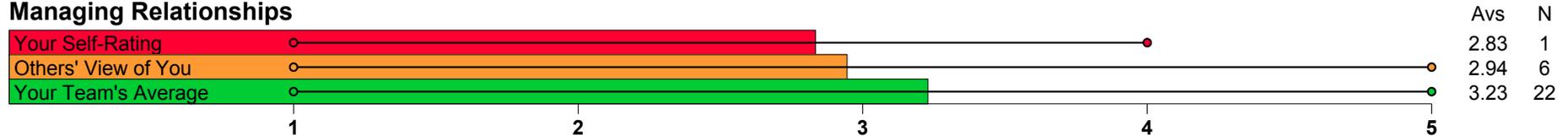
27. Responding to feedback - Takes feedback from others easily and uses the feedback to adjust own behaviour or performance.



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Section 1: Behavior Summary Continued

Managing Relationships



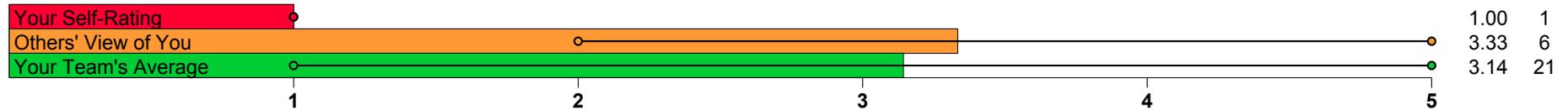
7. Initiating new relationships - Makes acquaintances quickly. Reaches out to people without waiting for others to make the first move.



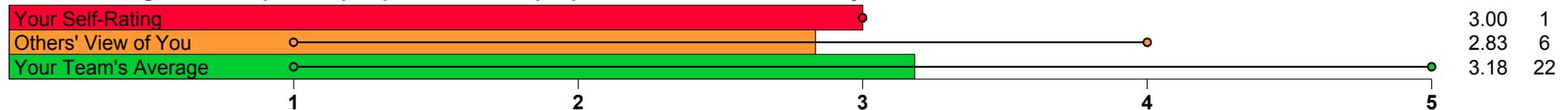
10. Cooperating with others - Readily modifies plans to accommodate others' work and needs. Finds ways to keep own objectives in line with others' plans and needs.



14. Sizing-up people (understanding others' motives and capabilities) - Perceives other people's capabilities, preferences, and talents accurately. Understands how individual people differ.



22. Maintaining relationships - Keeps up contacts with people. Takes the initiative to stay in touch and in communication.



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Section 1: Behavior Summary Continued

26. Resolving conflicts - Takes action to assist in settling disputes and reaching agreements. Resolves differences with other people effectively, and helps others to resolve their differences.



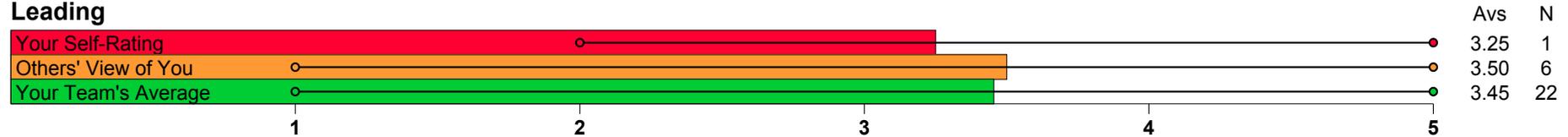
31. Responding to others' needs - Responds helpfully to other's requests and takes the initiative to offer assistance and support. Is sensitive to what other's want and need.



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Section 1: Behavior Summary Continued

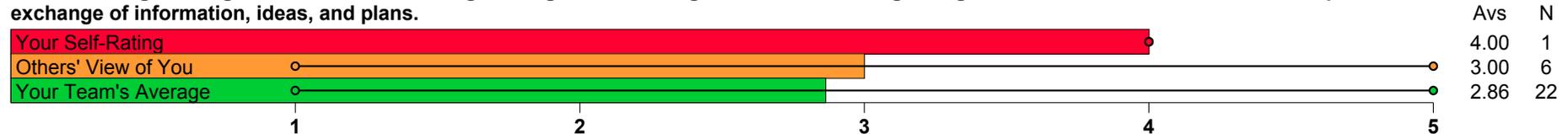
Leading



16. Delegating responsibility - Lets others handle tasks within their capabilities; permits others to assuming responsibility for planning and executing tasks. Does not try to perform all work by oneself without assistance.



18. Facilitating meetings - In formal or informal gatherings, acts to bring focus to the meeting. Brings out information from others and helps the exchange of information, ideas, and plans.



21. Motivating and inspiring others - Builds energy and enthusiasm in others. Helps others to stay productive and active through their own motivation, interests, and commitments.



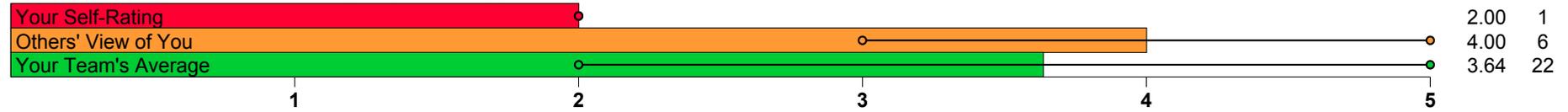
23. Developing other people - Helps others to expand on and improve their capabilities. Looks for ways to help other people learn and develop. Coaches and shares knowledge with others.



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Section 1: Behavior Summary Continued

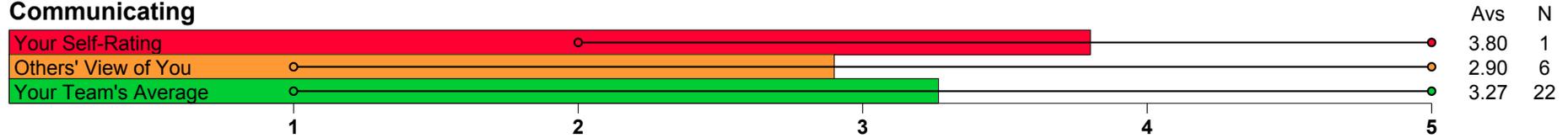
28. Giving recognition to others - Openly shows appreciation for others' contributions and efforts. Gives credit to others.



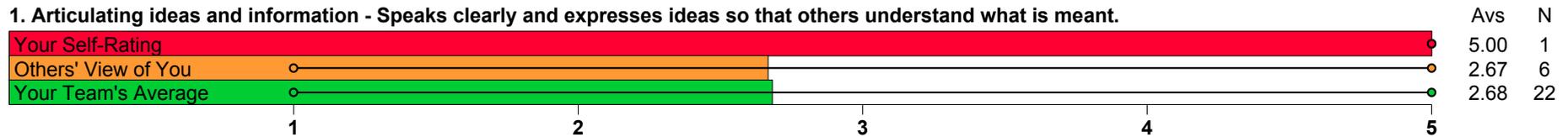
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Section 1: Behavior Summary Continued

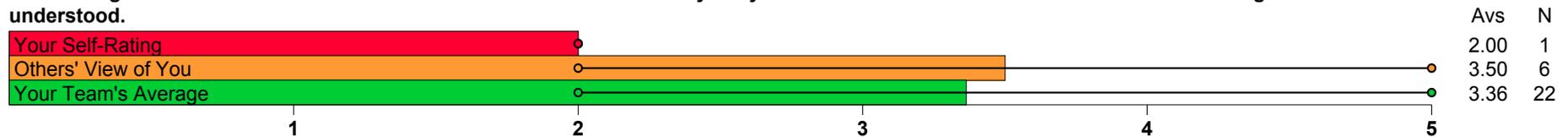
Communicating



1. Articulating ideas and information - Speaks clearly and expresses ideas so that others understand what is meant.



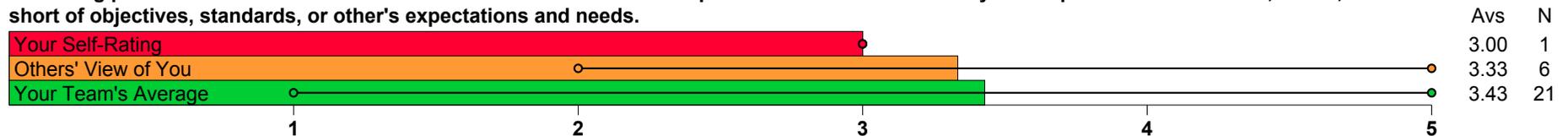
4. Listening to others - Gives careful attention to what others have to say. Plays back information to make sure that others' messages are understood.



13. Keeping others informed - Keeps others up-to-date on new information, plans, and developments. Does not wait for others to ask for information.



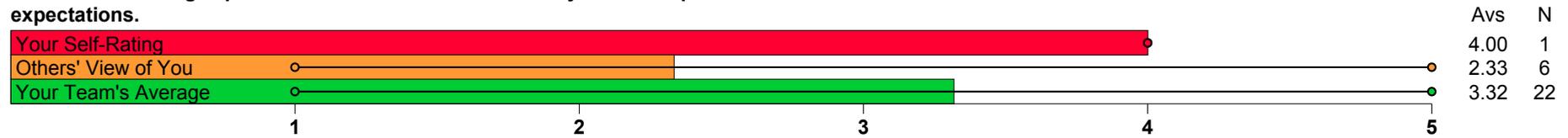
17. Giving performance feedback - Gives others information about their performance. Identifies clearly where performance exceeds, meets, or falls short of objectives, standards, or other's expectations and needs.



TEAMVIEW360

Section 1: Behavior Summary Continued

29. Communicating expectations - Lets others know clearly what is expected or needed from them. Does not wait until after the fact to communicate expectations.



Section 1: Open Ended Comments Summary Introduction

You and your team members had the opportunity to provide written comments about your perceived strengths and possible development areas.

These comments are provided on the next pages and are included verbatim and you and your team members were asked:

- ✓ Please provide any written comments you have regarding the Strengths of the individual in the space provided below
- ✓ Please provide any written comments you have regarding the Development Areas of the individual in the space provided below

Compare the open-ended comments provided in the next few pages with the graphs and other information provided in this feedback report.

Please keep in mind that not all comments will be easy to understand - not everyone can provide concrete, specific, non-judgmental feedback.

It is important to look for trends or themes as you read these comments - it is easy to find a single comment upsetting or even biased. However, if a number of comments focus on a specific area you might want to place a greater emphasis of importance on the specific behaviors to change to enhance your overall effectiveness.

The following questions might be useful in analyzing these open-ended comments:

- ✓ Are the comments consistent and reinforce the other feedback you have received?
- ✓ Do they add any new information or insight about your performance and effectiveness?
- ✓ Do you see any trends across the open-ended comments?
- ✓ How can you leverage your strengths?
- ✓ What areas are you committed to focus on as part of your professional development plan?

TEAMVIEW360

Section 1: Open Ended Comments Summary

STRENGTHS

Your Self-Rating:
gtghfsdgsdgsd

TEAMVIEW360

Section 1: Open Ended Comments Summary Continued

DEVELOPMENT AREAS

Your Self-Rating:

gfsdgdsgfsgdgsdf

TEAMVIEW360

Section 1: Individual Effectiveness Planning Worksheet

The purpose of this section is to help you set personally meaningful goals aimed at improving your overall performance in the specific **TeamView360** competencies based on the feedback given to you by your team members.

Emotional Reaction

Your initial reaction to your **TeamView360** feedback report is important. It provides insight that is useful in interpreting your results and in deciding what competencies you will target for your developmental planning efforts. Start with your feelings about your feedback from other team members. If you had to describe your emotional reactions to your summary feedback report it would be:

How do your self-ratings compare to your team members?

Section 1: Individual Effectiveness Planning Worksheet Continued

Your Most Effective Behaviors

Using the information provided in the report of the top five individual behaviors, identify the three behaviors that you can develop further:

1. _____ 2. _____ 3. _____

These are areas in which you received high marks. How can you emphasize these behaviors? What kinds of situations give you the opportunity to demonstrate these strengths?

Your Least Effective Behaviors

Using the information provided in the report of the bottom five individual behaviors, identify the three behaviors that you can develop further:

1. _____ 2. _____ 3. _____

Ask others to describe what you have done that caused them to give you low ratings on these items. Write their responses in this space:

Section 1: Individual Effectiveness Planning Worksheet Continued

What you plan to do more, less or differently in the future to improve your performance and image in these areas:

Short-term plans (daily/weekly)

Long-term plans (this year and beyond)

What barriers might prevent you from following through on your plans?

What resources/support do you need to change the perceptions that people have of you? You may want to consider technical courses or other training and educational opportunities that would assist you in changing behaviors.

Identify co-workers and other colleagues who have strengths that offset your potential liabilities. How can they help or assist you? Can you learn by observing them, asking them for feedback and suggestions? Can you work with them to develop yourself?

TEAMVIEW360

Section 1: TeamView360 Individual Action Plan

TeamView360 Competency:	
Individual Activities:	Target Dates:
Support/Resources Required:	
Measures of Success:	
Results/Outcomes:	

TEAMVIEW360

Section 2: Summary Feedback Report

Introduction

Section 2 provides a summary of your team profile which is based on a comparison of the average self-ratings to the average team member ratings on each of the 7 TeamView360 competencies.

This section of the report is based on the following information:

Team Self-Rating Average	5
Team Other-Rating Average	22

This Team Section gives you:

- ✓ Team Competency Graphs
- ✓ Team Most Effective / Least Effective Behaviors
- ✓ Team Behavior Graphs
- ✓ Team Effectiveness Planning Worksheet

TEAMVIEW360

Section 2: Competency Graph Introduction

How to Interpret Your Graphs

The bar graphs provide a summary of your team profile (comparison of the average self-ratings) to the average team member ratings for each of the 7 TeamView360 competencies. Your team category and scores will be shown separately on the graphs with the actual raw score averages and number of raters shown on the right side. The thin line within each bar graph provides the range of scores for your team. The competencies are presented in descending order based on the average scores of all raters.

Differences of one-half a point or more by the your team might suggest important perceptual differences. Each TeamView360 graph is easy to understand and interpret. You and your team members were asked to rate the observed behaviors using the following 5-point scale:

On the bar graphs that follow, the frequency ratings are indicated as shown below:

- 1 = Needs Considerable Development
- 2 = Needs Development
- 3 = Competent
- 4 = Effective
- 5 = Very Effective

Avs "Avs" is the average score and corresponds with the bar length.

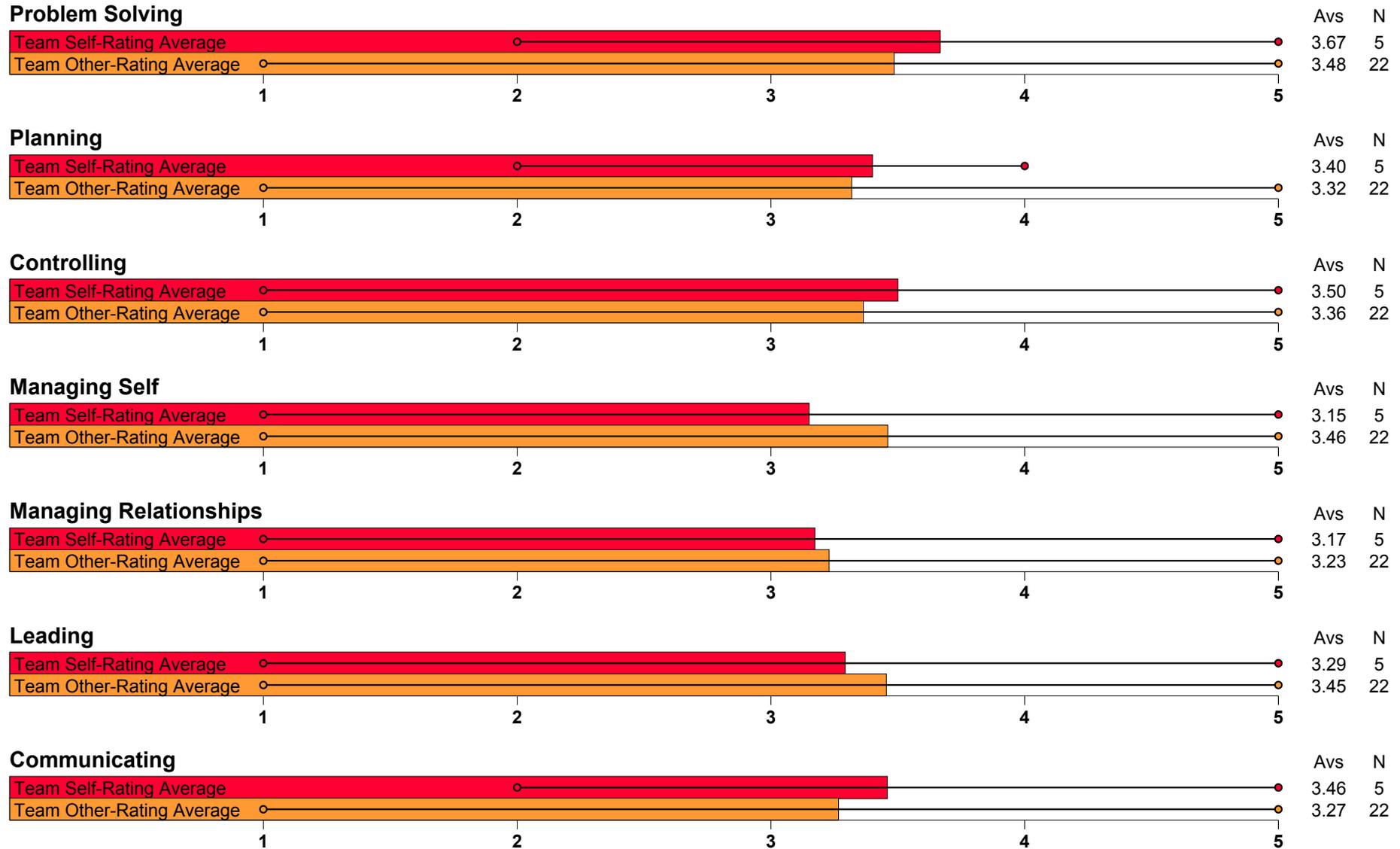
N "N" shows the number of team members who answered the questions in this competency.

NR "NR" means no people have responded.

AP "AP" means anonymity protection i.e., if fewer than a specified minimum number of people have responded, the score is not shown to protect anonymity.

TEAMVIEW360

Section 2: Competency Graphs:



TEAMVIEW360

Section 2: Most Effective Behaviors - Team Self-Rating Average

These behaviors were identified by you as your greatest strengths. They are rank ordered so the first item is your highest rated behavior based on average scores.

Score	Behavior	Competency
4.25	Motivating and inspiring others - Builds energy and enthusiasm in others. Helps others to stay productive and active through their own motivation, interests, and commitments.	Leading
4.20	Generating new ideas - Produces new ideas quickly. Seldom seems at a loss for an idea about a new way of doing work or for overcoming obstacles.	Problem Solving
4.00	Giving performance feedback - Gives others information about their performance. Identifies clearly where performance exceeds, meets, or falls short of objectives, standards, or other's expectations and needs.	Communicating
4.00	Meeting schedules and deadlines - Follows schedules and gets work done on time as per previous plans and agreements.	Controlling
4.00	Responding to feedback - Takes feedback from others easily and uses the feedback to adjust own behaviour or performance.	Managing Self
3.80	Initiating new relationships - Makes acquaintances quickly. Reaches out to people without waiting for others to make the first move.	Managing Relationships
3.80	Maintaining high productivity - Gets things done Accomplishes a lot of work. Stays active and efficient. Helps to make sure that own and others' time is used efficiently.	Controlling
3.80	Monitoring and controlling performance - Stays on top of what's happening. Knows the status of work underway. Ensures that work is being done within guidelines.	Controlling
3.60	Keeping others informed - Keeps others up-to-date on new information, plans, and developments. Does not wait for others to ask for information.	Communicating
3.60	Facilitating meetings - In formal or informal gatherings, acts to bring focus to the meeting. Brings out information from others and helps the exchange of information, ideas, and plans.	Leading
3.60	Producing high quality work - Produces work that is complete, accurate, neat, thorough, and in full compliance with all standards.	Controlling
3.60	Recognising trends - Sees patterns in otherwise disorganised information Identifies problems before they occur. Puts "two and two" together and draws accurate conclusions.	Problem Solving

TEAMVIEW360

Section 2: Most Effective Behaviors - Team Other-Rating Average

The following behaviors were identified your team members as your greatest strengths. They are rank ordered so the first item is the highest rated behavior based on average scores.

Score	Behavior	Competency
3.91	Monitoring and controlling performance - Stays on top of what's happening. Knows the status of work underway. Ensures that work is being done within guidelines.	Controlling
3.76	Coping with frustrations - Handles difficulties, obstacles and frustrations well without becoming angry or irritated, and without upsetting or irritating others.	Managing Self
3.73	Recognising trends - Sees patterns in otherwise disorganised information Identifies problems before they occur. Puts "two and two" together and draws accurate conclusions.	Problem Solving
3.73	Delegating responsibility - Lets others handle tasks within their capabilities; permits others to assuming responsibility for planning and executing tasks. Does not try to perform all work by oneself without assistance.	Leading
3.68	Developing other people - Helps others to expand on and improve their capabilities. Looks for ways to help other people learn and develop. Coaches and shares knowledge with others.	Leading
3.68	Meeting commitments - Performs according to agreements. Follows through according to plans.	Controlling
3.64	Giving recognition to others - Openly shows appreciation for others' contributions and efforts. Gives credit to others.	Leading
3.59	Adapting to change - Modifies plans and objectives readily according to changing circumstances and situations.	Planning
3.55	Keeping others informed - Keeps others up-to-date on new information, plans, and developments. Does not wait for others to ask for information.	Communicating
3.50	Developing own capabilities - Acts to improve and expand own capabilities. Shows interest and openness to learning and improvement.	Managing Self

TEAMVIEW360

Section 2: Least Effective Behaviors - Team Self-Rating Average

You identified the following behaviors as those in which your performance is least effective. They are rank ordered so the first item is the lowest rated behavior based on average scores. We suggest you pay particular attention to these behaviors and focus your immediate developmental activities on them.

Score	Behavior	Competency
2.40	Handling pressure - Stays calm under pressure. Appears to not let pressure interfere with thinking capabilities and ability to exercise judgment.	Managing Self
2.40	Maintaining relationships - Keeps up contacts with people. Takes the initiative to stay in touch and in communication.	Managing Relationships
2.60	Organising and orchestrating events - Lays the foundation for work by bringing together resources, tools, schedules and people as needed.	Controlling
2.60	Giving recognition to others - Openly shows appreciation for others' contributions and efforts. Gives credit to others.	Leading
2.80	Developing own capabilities - Acts to improve and expand own capabilities. Shows interest and openness to learning and improvement.	Managing Self
3.00	Delegating responsibility - Lets others handle tasks within their capabilities; permits others to assuming responsibility for planning and executing tasks. Does not try to perform all work by oneself without assistance.	Leading
3.00	Responding to others' needs - Responds helpfully to other's requests and takes the initiative to offer assistance and support. Is sensitive to what other's want and need.	Managing Relationships
3.20	Cooperating with others - Readily modifies plans to accommodate others' work and needs. Finds ways to keep own objectives in line with others' plans and needs.	Managing Relationships
3.20	Articulating ideas and information - Speaks clearly and expresses ideas so that others understand what is meant.	Communicating
3.20	Listening to others - Gives careful attention to what others have to say. Plays back information to make sure that others' messages are understood.	Communicating
3.20	Meeting commitments - Performs according to agreements. Follows through according to plans.	Controlling
3.20	Developing other people - Helps others to expand on and improve their capabilities. Looks for ways to help other people learn and develop. Coaches and shares knowledge with others.	Leading
3.20	Evaluating and acting on new ideas - Shows openness to new ideas and input from others. Evaluates new ideas objectively based on their merits, regardless of who generated the ideas.	Problem Solving

TEAMVIEW360

Section 2: Least Effective Behaviors - Team Other-Rating Average

The following behaviors were identified by your team members as those in which your performance is least effective. They are rank ordered so the first item is the lowest rated behavior based on average scores. We suggest you pay particular attention to these behaviors and focus your immediate developmental activities on them.

Score	Behavior	Competency
2.68	Articulating ideas and information - Speaks clearly and expresses ideas so that others understand what is meant.	Communicating
2.86	Facilitating meetings - In formal or informal gatherings, acts to bring focus to the meeting. Brings out information from others and helps the exchange of information, ideas, and plans.	Leading
3.00	Initiating new relationships - Makes acquaintances quickly. Reaches out to people without waiting for others to make the first move.	Managing Relationships
3.05	Meeting schedules and deadlines - Follows schedules and gets work done on time as per previous plans and agreements.	Controlling
3.05	Planning for the future - Develops clear priorities, objectives and steps to be accomplished in future work.	Planning
3.14	Responding to feedback - Takes feedback from others easily and uses the feedback to adjust own behaviour or performance.	Managing Self
3.14	Sizing-up people (understanding others' motives and capabilities) - Perceives other people's capabilities, preferences, and talents accurately. Understands how individual people differ.	Managing Relationships
3.18	Organising and orchestrating events - Lays the foundation for work by bringing together resources, tools, schedules and people as needed.	Controlling
3.18	Producing high quality work - Produces work that is complete, accurate, neat, thorough, and in full compliance with all standards.	Controlling
3.18	Maintaining high productivity - Gets things done Accomplishes a lot of work. Stays active and efficient. Helps to make sure that own and others' time is used efficiently.	Controlling
3.18	Maintaining relationships - Keeps up contacts with people. Takes the initiative to stay in touch and in communication.	Managing Relationships

TEAMVIEW360

Section 2: Behavior Graph Introduction

How to Interpret Your Graphs

The bar graphs that follow compare your perceptions to those of your team members using average scores for each of the 31 TeamView360 behaviors. Your team category and scores will be shown separately on the graphs with the actual raw score averages and number of raters shown on the right side. The thin line within each bar graph provides the range of scores for Your team.

Differences of one-half a point or more by the your team might suggest important perceptual differences. Each TeamView360 graph is easy to understand and interpret. You and your team members were asked to rate the observed behaviors using the following 5-point scale:

On the bar graphs that follow, the frequency ratings are indicated as shown below:

- 1 = Needs Considerable Development
- 2 = Needs Development
- 3 = Competent
- 4 = Effective
- 5 = Very Effective

Avs "Avs" is the average score and corresponds with the bar length.

N "N" shows the number of team members who answered the questions in this behavior.

NR "NR" means no people have responded.

AP "AP" means anonymity protection i.e., if fewer than a specified minimum number of people have responded, the score is not shown to protect anonymity.

TEAMVIEW360

Section 2: Behavior Graphs:

Problem Solving



5. Recognising trends - Sees patterns in otherwise disorganised information Identifies problems before they occur. Puts "two and two" together and draws accurate conclusions.



8. Generating new ideas - Produces new ideas quickly. Seldom seems at a loss for an idea about a new way of doing work or for overcoming obstacles.



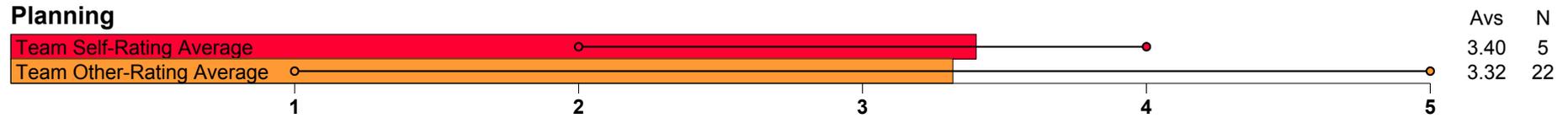
30. Evaluating and acting on new ideas - Shows openness to new ideas and input from others. Evaluates new ideas objectively based on their merits, regardless of who generated the ideas.



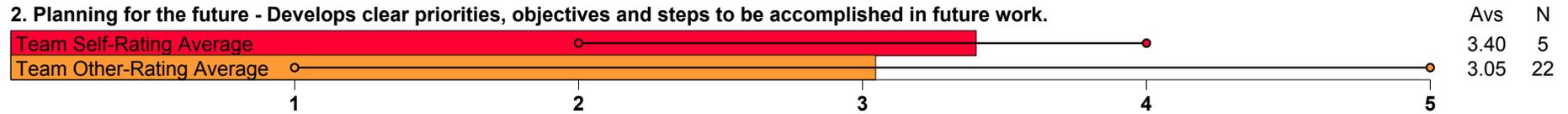
TEAMVIEW360

Section 2: Behavior Graphs:

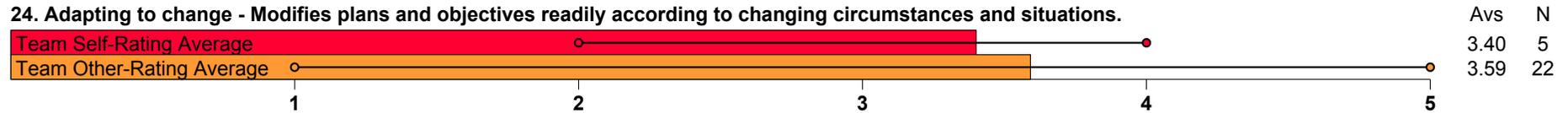
Planning



2. Planning for the future - Develops clear priorities, objectives and steps to be accomplished in future work.



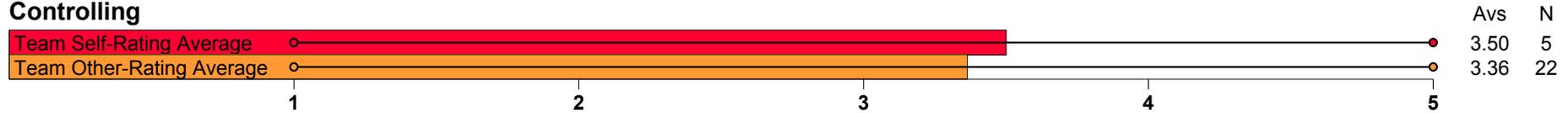
24. Adapting to change - Modifies plans and objectives readily according to changing circumstances and situations.



TEAMVIEW360

Section 2: Behavior Graphs:

Controlling



3. Organising and orchestrating events - Lays the foundation for work by bringing together resources, tools, schedules and people as needed.



9. Monitoring and controlling performance - Stays on top of what's happening. Knows the status of work underway. Ensures that work is being done within guidelines.



11. Meeting schedules and deadlines - Follows schedules and gets work done on time as per previous plans and agreements.



15. Producing high quality work - Produces work that is complete, accurate, neat, thorough, and in full compliance with all standards.



19. Maintaining high productivity - Gets things done Accomplishes a lot of work. Stays active and efficient. Helps to make sure that own and others' time is used efficiently.



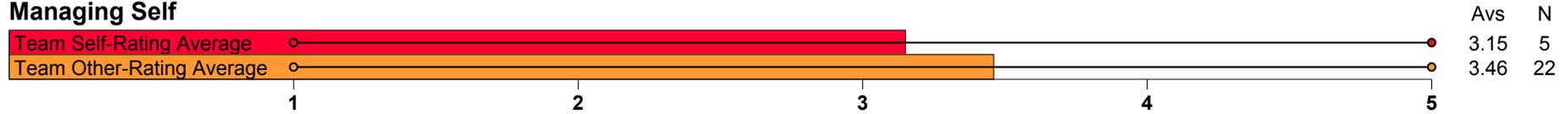
25. Meeting commitments - Performs according to agreements. Follows through according to plans.



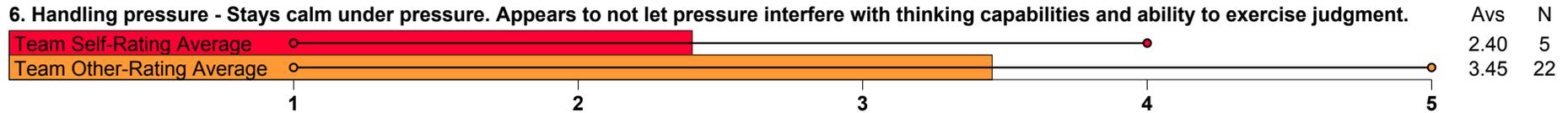
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Section 2: Behavior Graphs:

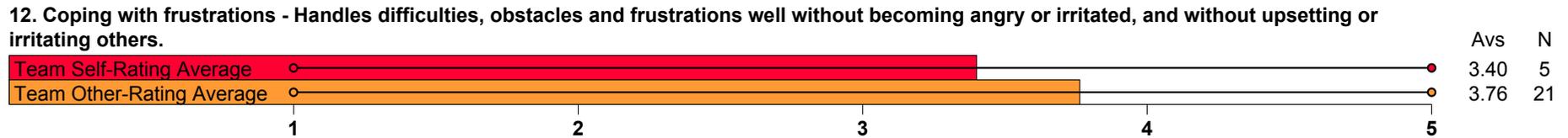
Managing Self



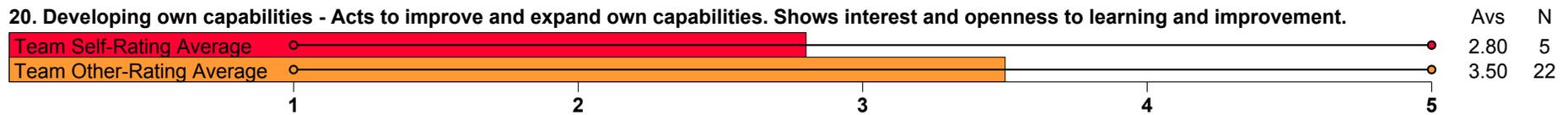
6. Handling pressure - Stays calm under pressure. Appears to not let pressure interfere with thinking capabilities and ability to exercise judgment.



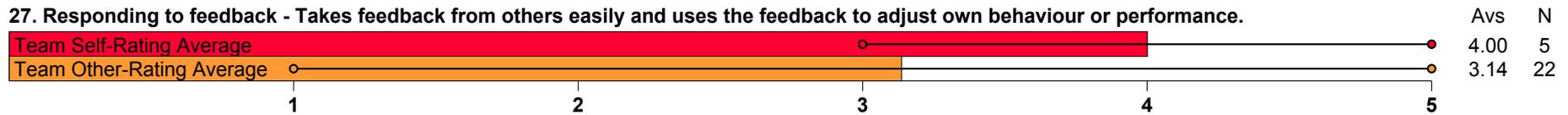
12. Coping with frustrations - Handles difficulties, obstacles and frustrations well without becoming angry or irritated, and without upsetting or irritating others.



20. Developing own capabilities - Acts to improve and expand own capabilities. Shows interest and openness to learning and improvement.



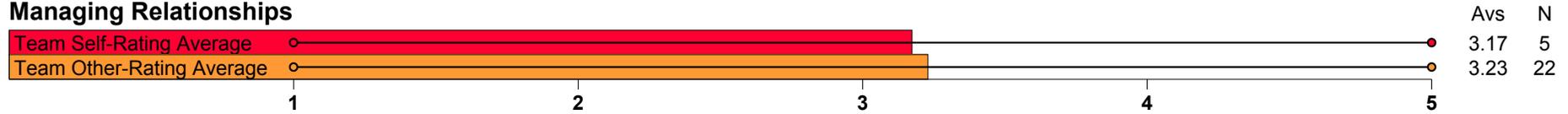
27. Responding to feedback - Takes feedback from others easily and uses the feedback to adjust own behaviour or performance.



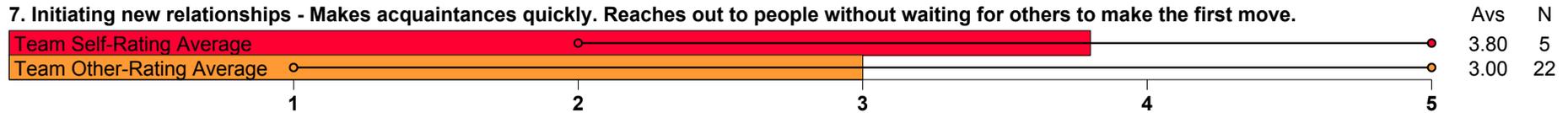
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Section 2: Behavior Graphs:

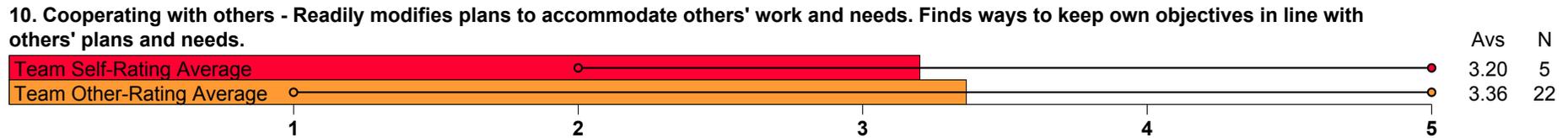
Managing Relationships



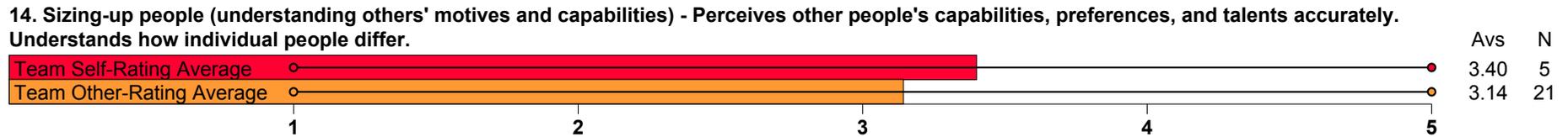
7. Initiating new relationships - Makes acquaintances quickly. Reaches out to people without waiting for others to make the first move.



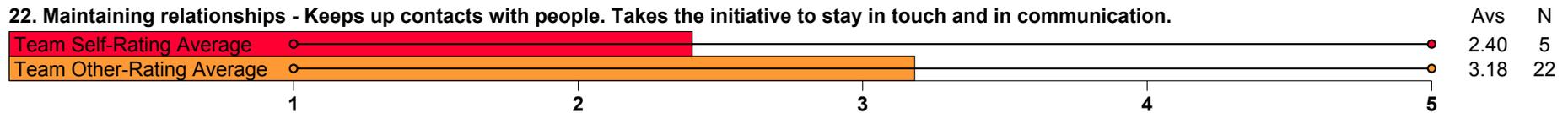
10. Cooperating with others - Readily modifies plans to accommodate others' work and needs. Finds ways to keep own objectives in line with others' plans and needs.



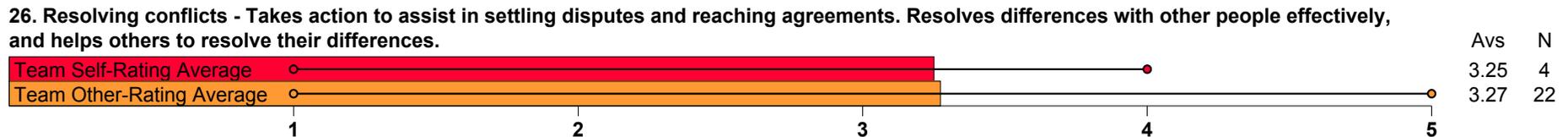
14. Sizing-up people (understanding others' motives and capabilities) - Perceives other people's capabilities, preferences, and talents accurately. Understands how individual people differ.



22. Maintaining relationships - Keeps up contacts with people. Takes the initiative to stay in touch and in communication.



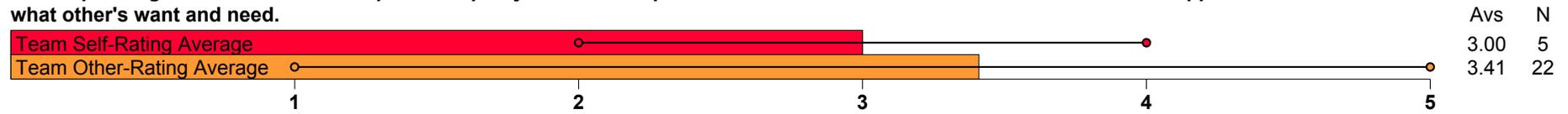
26. Resolving conflicts - Takes action to assist in settling disputes and reaching agreements. Resolves differences with other people effectively, and helps others to resolve their differences.



TEAMVIEW360

Section 2: Behavior Graphs:

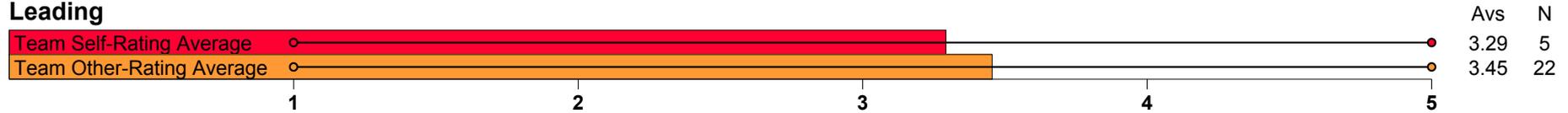
31. Responding to others' needs - Responds helpfully to other's requests and takes the initiative to offer assistance and support. Is sensitive to what other's want and need.



TEAMVIEW360

Section 2: Behavior Graphs:

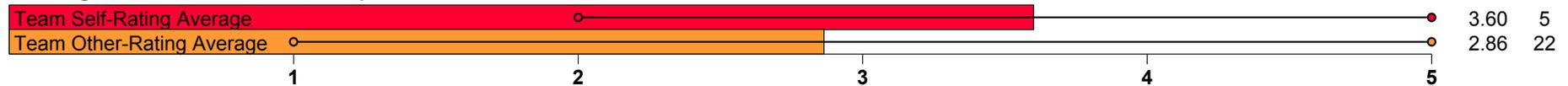
Leading



16. Delegating responsibility - Lets others handle tasks within their capabilities; permits others to assuming responsibility for planning and executing tasks. Does not try to perform all work by oneself without assistance.



18. Facilitating meetings - In formal or informal gatherings, acts to bring focus to the meeting. Brings out information from others and helps the exchange of information, ideas, and plans.



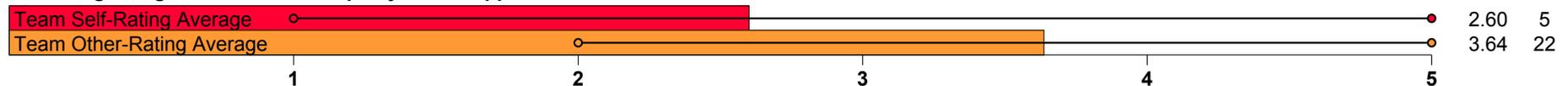
21. Motivating and inspiring others - Builds energy and enthusiasm in others. Helps others to stay productive and active through their own motivation, interests, and commitments.



23. Developing other people - Helps others to expand on and improve their capabilities. Looks for ways to help other people learn and develop. Coaches and shares knowledge with others.



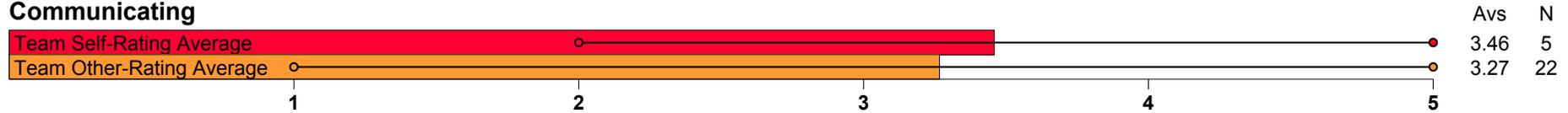
28. Giving recognition to others - Openly shows appreciation for others' contributions and efforts. Gives credit to others.



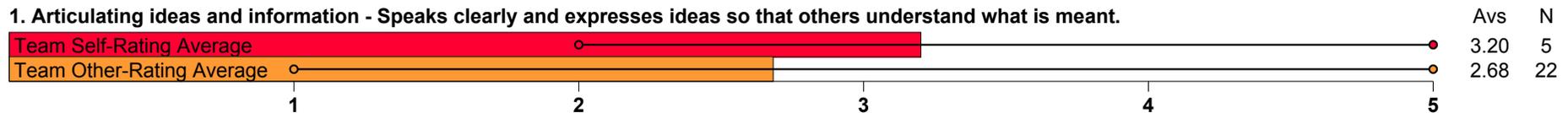
TEAMVIEW360

Section 2: Behavior Graphs:

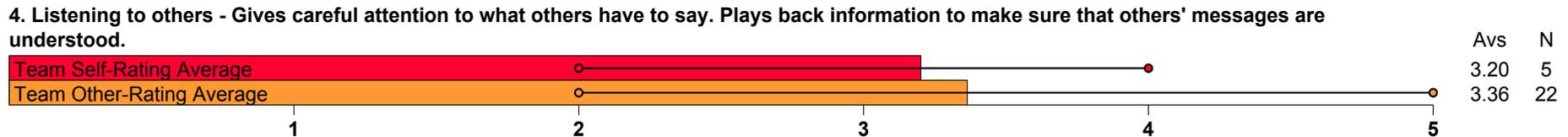
Communicating



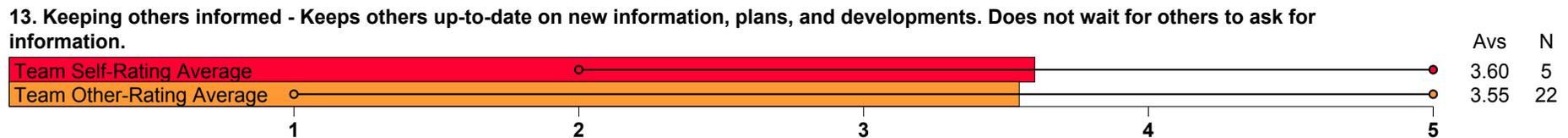
1. Articulating ideas and information - Speaks clearly and expresses ideas so that others understand what is meant.



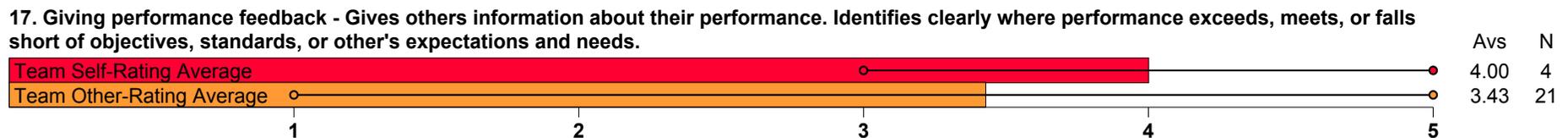
4. Listening to others - Gives careful attention to what others have to say. Plays back information to make sure that others' messages are understood.



13. Keeping others informed - Keeps others up-to-date on new information, plans, and developments. Does not wait for others to ask for information.



17. Giving performance feedback - Gives others information about their performance. Identifies clearly where performance exceeds, meets, or falls short of objectives, standards, or other's expectations and needs.



29. Communicating expectations - Lets others know clearly what is expected or needed from them. Does not wait until after the fact to communicate expectations.



TEAMVIEW360

Section 2: Team Effectiveness Planning Worksheet

The purpose of this Section is to assist you in writing your team goals. The **Team Effectiveness Planning Worksheet** will help you set meaningful goals aimed at improving your team's performance in the specific behavioral areas. Using the SWOT model (strengths, weaknesses, opportunities and threats), the **Team Effectiveness Planning Worksheet** is designed to help identify the Strengths, Weaknesses, Opportunities, and Threats for your team and turn those into a development plan.

Strengths

Using the information provided in the report, identify three behaviors that your team can improve on:

1. _____
2. _____
3. _____

How can you as a team develop these strengths? Think about specific, measurable and specific team behaviors and actions that can improve your effectiveness and overall functioning:

TEAMVIEW360

Section 2: Team Effectiveness Planning Worksheet Continued

Weaknesses

Using the information provided in the report, identify three behaviors that your team can develop:

1. _____
2. _____
3. _____

How can you as a team work on these development opportunities? Which areas are most important to improve team effectiveness? Which areas might the team improve?

TEAMVIEW360

Section 2: Team Effectiveness Planning Worksheet Continued

Opportunities

Using the information provided in the report, identify three behaviors that your team can best capitalize on:

1. _____
2. _____
3. _____

How can you as a team develop these opportunities? Think around external factors that represent the reason for a team to develop. What opportunities exist in the environment, which will propel the team to improve overall effectiveness?

TEAMVIEW360

Section 2: Team Effectiveness Planning Worksheet Continued

Threats

Using the information provided in the report identify three behaviors that you see as threats for the team:

1. _____
2. _____
3. _____

How can you as a team work on these weaknesses? Think around external factors beyond a team's control, which could place the team at risk.

TEAMVIEW360

Section 2: TeamView360 Team Action Plan

TeamView360 Competency:	
Team Activities:	Target Dates:
Support/Resources Required:	
Measures of Success:	
Results/Outcomes:	