

TEAMVIEW360

TeamView360 Report for:

Chris Sample
Company XYZ

1 Sep 2010



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	2
Your Team's Average	6

This Self Section gives you:

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

TEAMVIEW360

Respondent Names

Chris Sample	Self
John Sample	Team Member
Tom Sample	Team Member

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Section 1: Competencies and Behaviors

Problem Solving

Recognizing trends - Sees patterns in otherwise disorganized 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

Organizing 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 behavior or performance.

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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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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. 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.

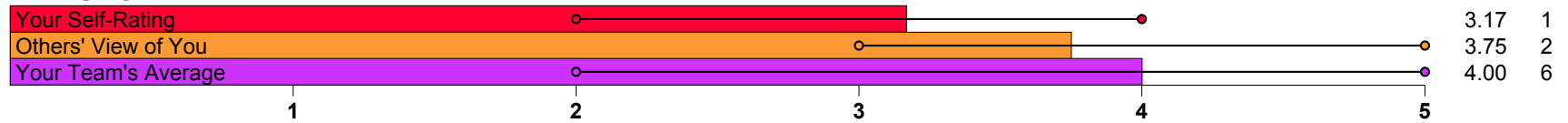
NR "NR" means no people have responded.

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.

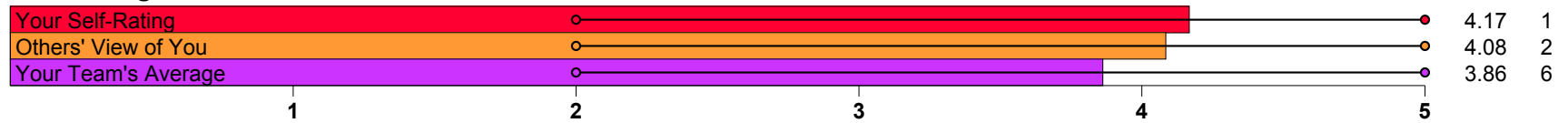
TEAMVIEW360

Section 1: Competency Summary

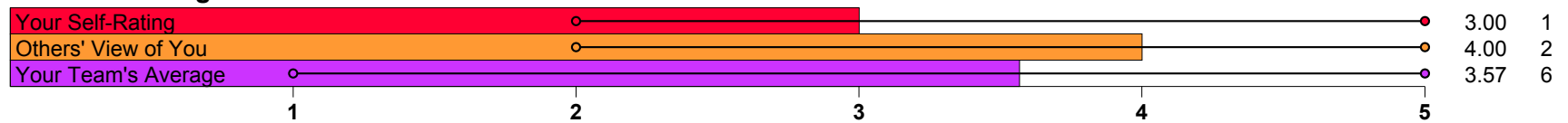
Managing Relationships



Controlling



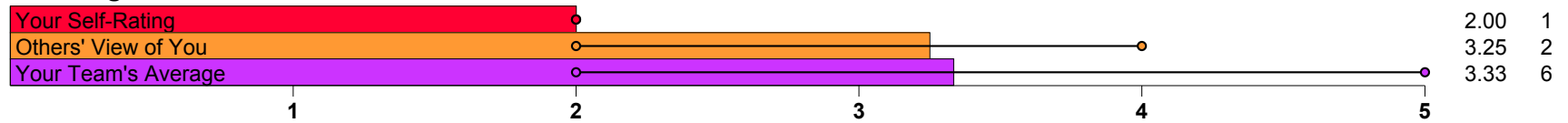
Communicating



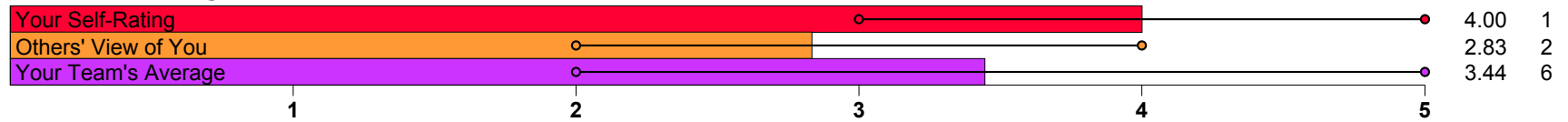
Managing Self



Planning



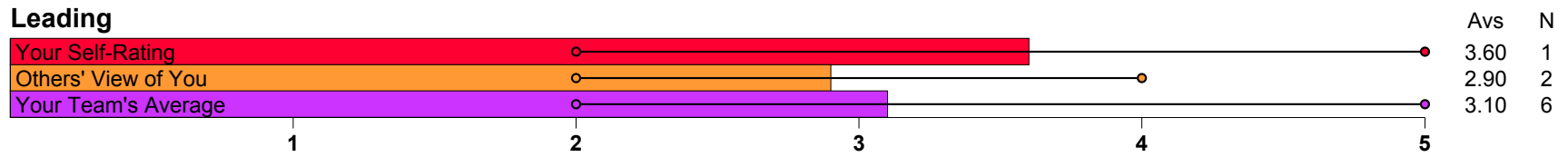
Problem Solving



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Section 1: Competency Summary Continued

Leading



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

The following behaviors were identified by your team members as your most effectively demonstrated behaviors and grouped by relevant competency based on average scores. They are rank ordered so that the first item is perceived to be your most effectively demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 7).

These represent behaviors perceived by others as effectively practiced. As such, you should consider ways to continue leveraging these behaviors as strengths.

Most Effective Behaviors	Competency	Average Score	Frequency of Responses				
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent
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	5.0	0	0	0	0	2
Articulating ideas and information - Speaks clearly and expresses ideas so that others understand what is meant.	Communicating	5.0	0	0	0	0	2
Maintaining relationships - Keeps up contacts with people. Takes the initiative to stay in touch and in communication.	Managing Relationships	4.5	0	0	0	1	1
Communicating expectations - Lets others know clearly what is expected or needed from them. Does not wait until after the fact to communicate expectations.	Communicating	4.5	0	0	0	1	1
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	4.5	0	0	0	1	1
Handling pressure - Stays calm under pressure. Appears to not let pressure interfere with thinking capabilities and ability to exercise judgment.	Managing Self	4.5	0	0	0	1	1
Coping with frustrations - Handles difficulties, obstacles and frustrations well without becoming angry or irritated, and without upsetting or irritating others.	Managing Self	4.5	0	0	0	1	1
Meeting commitments - Performs according to agreements. Follows through according to plans.	Controlling	4.5	0	0	0	1	1

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

Most Effective Behaviors	Competency	Average Score	Frequency of Responses				
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent
Meeting schedules and deadlines - Follows schedules and gets work done on time as per previous plans and agreements.	Controlling	4.5	0	0	0	1	1
Producing high quality work - Produces work that is complete, accurate, neat, thorough, and in full compliance with all standards.	Controlling	4.0	0	0	0	2	0
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	4.0	0	0	0	2	0
Sizing-up people (understanding others' motives and capabilities) - Perceives other people's capabilities, preferences, and talents accurately. Understands how individual people differ.	Managing Relationships	4.0	0	0	1	0	1
Developing own capabilities - Acts to improve and expand own capabilities. Shows interest and openness to learning and improvement.	Managing Self	4.0	0	0	0	2	0

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

The following behaviors were identified by your team members as your least effectively demonstrated behaviors and grouped by relevant competency based on average scores. They are rank ordered so that the first item is perceived to be your least effectively demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 7).

These represent behaviors perceived by others as ineffectively practiced. As such, you should consider practicing these behaviors more effectively or helping others understand when you do demonstrate them.

Least Effective Behaviors	Competency	Average Score	Frequency of Responses				
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent
Recognizing trends - Sees patterns in otherwise disorganized information Identifies problems before they occur. Puts "two and two" together and draws accurate conclusions.	Problem Solving	2.5	0	1	1	0	0
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	2.5	0	1	1	0	0
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	2.5	0	1	1	0	0
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	2.5	0	1	1	0	0
Keeping others informed - Keeps others up-to-date on new information, plans, and developments. Does not wait for others to ask for information.	Communicating	2.5	0	1	1	0	0
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	3.0	0	1	0	1	0
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	3.0	0	0	2	0	0
Planning for the future - Develops clear priorities, objectives and steps to be accomplished in future work.	Planning	3.0	0	1	0	1	0

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

Least Effective Behaviors	Competency	Average Score	Frequency of Responses				
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent
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	3.0	0	0	2	0	0
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	3.0	0	1	0	1	0

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Section 1: Behavior Summary

The average score for each of the 7 TeamView360 competencies and 31 questions are summarized below for each rater category (1 to 5 frequency scale with higher scores corresponding to more effectively observed behavior). If the symbol **AP** appears instead of a score it means anonymity protection (i.e., fewer than a specified minimum number of people have responded, the score is not shown to protect anonymity). If the symbol **NR** appears instead of a score it means no people have responded. The competencies are presented in descending order based on the average scores of all raters.

The number in parentheses next to the average score is an index of or measure of rater agreement. The range of scores for this statistical measure of rater agreement is 0 to 1 where "1" represents total agreement by all raters. A score closer to "0" suggests that there exists a wider level of disagreement among raters in their perceptions of how effectively you demonstrate specific actions or behaviors. The higher the agreement score, the greater the consistency and agreement among raters. An agreement score of less than .50 might suggest that you interpret the average score with caution as it might not truly represent an accurate indication of how you are perceived by all raters providing you with feedback.

Questions	Your Self-Rating	Others' View of You	Your Team's Average
Managing Relationships	3.17 (0.66)	3.75 (0.64)	4.00 (0.56)
Maintaining relationships - Keeps up contacts with people. Takes the initiative to stay in touch and in communication.	3.00 (1.00)	4.50 (0.75)	4.33 (0.63)
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.	3.00 (1.00)	4.00 (1.00)	4.33 (0.76)
Sizing-up people (understanding others' motives and capabilities) - Perceives other people's capabilities, preferences, and talents accurately. Understands how individual people differ.	4.00 (1.00)	4.00 (0.50)	4.17 (0.55)
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.	3.00 (1.00)	3.50 (0.75)	4.17 (0.66)
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.	4.00 (1.00)	3.00 (1.00)	3.83 (0.55)
Initiating new relationships - Makes acquaintances quickly. Reaches out to people without waiting for others to make the first move.	2.00 (1.00)	3.50 (0.75)	3.17 (0.55)
Controlling	4.17 (0.47)	4.08 (0.57)	3.86 (0.48)
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.	4.00 (1.00)	5.00 (1.00)	4.50 (0.62)
Meeting schedules and deadlines - Follows schedules and gets work done on time as per previous plans and agreements.	2.00 (1.00)	4.50 (0.75)	4.00 (0.50)
Organizing and orchestrating events - Lays the foundation for work by bringing together resources, tools, schedules and people as needed.	4.00 (1.00)	3.50 (0.75)	4.00 (0.59)

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Section 1: Behavior Summary Continued

Questions	Your Self-Rating	Others' View of You	Your Team's Average
Controlling	4.17 (0.47)	4.08 (0.57)	3.86 (0.48)
Producing high quality work - Produces work that is complete, accurate, neat, thorough, and in full compliance with all standards.	5.00 (1.00)	4.00 (1.00)	3.67 (0.53)
Meeting commitments - Performs according to agreements. Follows through according to plans.	5.00 (1.00)	4.50 (0.75)	3.33 (0.45)
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.	5.00 (1.00)	3.00 (0.50)	3.67 (0.45)
Communicating	3.00 (0.45)	4.00 (0.50)	3.57 (0.37)
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.	2.00 (1.00)	4.50 (0.75)	4.17 (0.55)
Articulating ideas and information - Speaks clearly and expresses ideas so that others understand what is meant.	5.00 (1.00)	5.00 (1.00)	3.83 (0.33)
Communicating expectations - Lets others know clearly what is expected or needed from them. Does not wait until after the fact to communicate expectations.	2.00 (1.00)	4.50 (0.75)	3.17 (0.21)
Keeping others informed - Keeps others up-to-date on new information, plans, and developments. Does not wait for others to ask for information.	3.00 (1.00)	2.50 (0.75)	3.50 (0.52)
Listening to others - Gives careful attention to what others have to say. Plays back information to make sure that others' messages are understood.	3.00 (1.00)	3.50 (0.75)	3.17 (0.47)
Managing Self	4.50 (0.75)	4.13 (0.70)	3.38 (0.37)
Handling pressure - Stays calm under pressure. Appears to not let pressure interfere with thinking capabilities and ability to exercise judgment.	4.00 (1.00)	4.50 (0.75)	3.83 (0.27)
Coping with frustrations - Handles difficulties, obstacles and frustrations well without becoming angry or irritated, and without upsetting or irritating others.	5.00 (1.00)	4.50 (0.75)	3.17 (0.47)
Responding to feedback - Takes feedback from others easily and uses the feedback to adjust own behavior or performance.	4.00 (1.00)	3.50 (0.75)	3.33 (0.53)
Developing own capabilities - Acts to improve and expand own capabilities. Shows interest and openness to learning and improvement.	5.00 (1.00)	4.00 (1.00)	3.17 (0.33)
Planning	2.00 (1.00)	3.25 (0.59)	3.33 (0.49)
Adapting to change - Modifies plans and objectives readily according to changing circumstances and situations.	2.00 (1.00)	3.50 (0.75)	4.00 (0.59)
Planning for the future - Develops clear priorities, objectives and steps to be accomplished in future work.	2.00 (1.00)	3.00 (0.50)	2.67 (0.63)

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Section 1: Behavior Summary Continued

Questions	Your Self-Rating	Others' View of You	Your Team's Average
Problem Solving	4.00 (0.59)	2.83 (0.66)	3.44 (0.47)
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.	4.00 (1.00)	2.50 (0.75)	3.83 (0.47)
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.	3.00 (1.00)	3.50 (0.75)	3.17 (0.47)
Recognizing trends - Sees patterns in otherwise disorganized information Identifies problems before they occur. Puts "two and two" together and draws accurate conclusions.	5.00 (1.00)	2.50 (0.75)	3.33 (0.53)
Leading	3.60 (0.49)	2.90 (0.65)	3.10 (0.58)
Giving recognition to others - Openly shows appreciation for others' contributions and efforts. Gives credit to others.	5.00 (1.00)	3.50 (0.75)	3.67 (0.63)
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.	3.00 (1.00)	3.00 (1.00)	3.33 (0.76)
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.	4.00 (1.00)	3.00 (0.50)	3.00 (0.59)
Motivating and inspiring others - Builds energy and enthusiasm in others. Helps others to stay productive and active through their own motivation, interests, and commitments.	2.00 (1.00)	2.50 (0.75)	2.83 (0.55)
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.	4.00 (1.00)	2.50 (0.75)	2.67 (0.63)

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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:

✓ **FEEDFORWARD SIGNATURE STRENGTHS**

Please provide any written comments you have regarding the demonstrated Strengths of the individual in the space provided below (what the individual can do to continue leveraging their strengths)

✓ **FEEDFORWARD DEVELOPMENT OPPORTUNITIES**

Please provide any written comments you have regarding possible Development Areas of the individual in the space provided below (what the individual can do more, less or differently to be more effective)

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?

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Section 1: Open Ended Comments Summary FEEDFORWARD SIGNATURE STRENGTHS

Others' View of You:

Good listener

Speaks in a persuasive manner

Helpful and a good team player

Chris is supportive of other team members and always willing to make time to listen

Strong oral presentation skills

Willing to pitch in to help and assist other team members

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Section 1: Open Ended Comments Summary Continued FEEDFORWARD DEVELOPMENT OPPORTUNITIES

Others' View of You:

Not very risk taking or willing to deal with conflict

Seems aloof and quite at times--unwilling to share and open up to really get to know them at a personal level

Chris could benefit with additional leadership training to help our team sharpen the implementation of our organizational change initiatives

Articulate but not very active in our meetings and interactions--we all have to draw out Chris to participate but respect their suggestions and ideas

Be more assertive and willing to fight for their ideas (sometimes too agreeable)

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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?

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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:

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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?

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Section 1: TeamView360 Individual Action Plan

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

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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	3
Team Other-Rating Average	6

This Team Section gives you:

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

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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. 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:

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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.

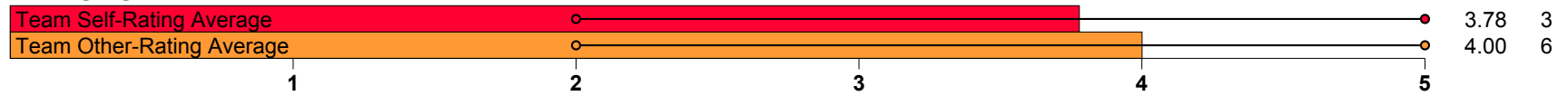
NR "NR" means no people have responded.

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.

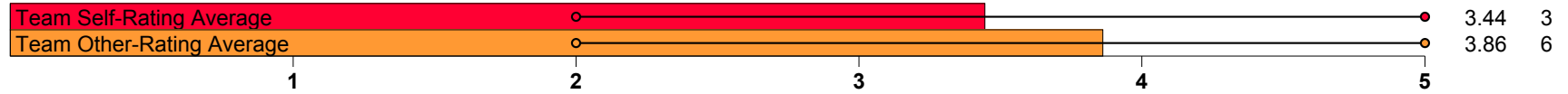
TEAMVIEW360

Section 2: Competency Graphs:

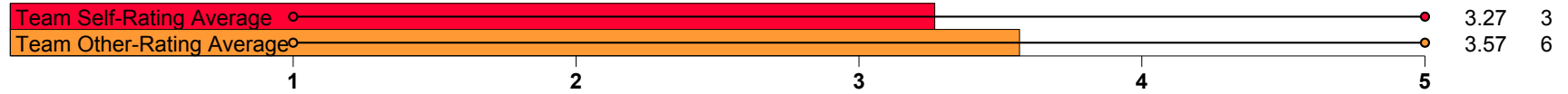
Managing Relationships



Controlling



Communicating



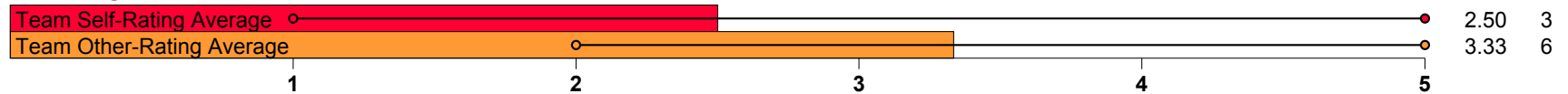
Problem Solving



Managing Self



Planning



Leading



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

The following behaviors were identified by self-ratings by each team member and grouped by relevant competency based on average scores. They are rank ordered so that the first item is perceived to be your team's most effectively demonstrated behavior ("self" perceptions). The number of team members is shown for each rating level of the behavior. A box indicates your team's average self self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer for this behavior).

These represent behaviors perceived by your team as effectively practiced. As such, you should consider ways to continue leveraging these behaviors as self-perceived team strengths.

Most Effective Behaviors	Competency	Average Score	Frequency of Responses				
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent
Developing own capabilities - Acts to improve and expand own capabilities. Shows interest and openness to learning and improvement.	Managing Self	4.7	0	0	0	1	2
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	4.7	0	0	0	1	2
Maintaining relationships - Keeps up contacts with people. Takes the initiative to stay in touch and in communication.	Managing Relationships	4.3	0	0	1	0	2
Coping with frustrations - Handles difficulties, obstacles and frustrations well without becoming angry or irritated, and without upsetting or irritating others.	Managing Self	4.3	0	0	1	0	2
Articulating ideas and information - Speaks clearly and expresses ideas so that others understand what is meant.	Communicating	4.3	0	0	1	0	2
Recognizing trends - Sees patterns in otherwise disorganized information Identifies problems before they occur. Puts "two and two" together and draws accurate conclusions.	Problem Solving	4.0	0	1	0	0	2
Producing high quality work - Produces work that is complete, accurate, neat, thorough, and in full compliance with all standards.	Controlling	4.0	0	0	1	1	1
Meeting commitments - Performs according to agreements. Follows through according to plans.	Controlling	4.0	0	0	1	1	1

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

Most Effective Behaviors	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent
		Frequency of Responses					
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	4.0	0	0	1	1	1
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	4.0	0	0	1	1	1

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

The following behaviors were identified by averaging all team members ratings of each other and are grouped by relevant competency based on average scores. They are rank ordered so that the first item is perceived to be the most effectively demonstrated behavior based on how all team members rated each other ("other" perceptions). The total number of raters is shown for each rating level of the behavior. A box indicates the average score of all team member ratings of each other on this behavior.

These represent behaviors perceived by others as effectively practiced. As such, you should consider ways to continue leveraging these behaviors as possible team strengths.

Most Effective Behaviors	Competency	Average Score	Frequency of Responses				
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent
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	4.5	0	0	1	1	4
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	4.3	0	0	0	4	2
Maintaining relationships - Keeps up contacts with people. Takes the initiative to stay in touch and in communication.	Managing Relationships	4.3	0	0	1	2	3
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	4.2	0	0	2	1	3
Sizing-up people (understanding others' motives and capabilities) - Perceives other people's capabilities, preferences, and talents accurately. Understands how individual people differ.	Managing Relationships	4.2	0	0	2	1	3
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	4.2	0	0	1	3	2
Organizing and orchestrating events - Lays the foundation for work by bringing together resources, tools, schedules and people as needed.	Controlling	4.0	0	0	2	2	2
Meeting schedules and deadlines - Follows schedules and gets work done on time as per previous plans and agreements.	Controlling	4.0	0	1	0	3	2

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

Most Effective Behaviors	Competency	Average Score	Frequency of Responses				
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent
Adapting to change - Modifies plans and objectives readily according to changing circumstances and situations.	Planning	4.0	0	0	2	2	2
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	3.8	0	1	1	2	2
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	3.8	0	0	3	1	2
Articulating ideas and information - Speaks clearly and expresses ideas so that others understand what is meant.	Communicating	3.8	0	2	0	1	3
Handling pressure - Stays calm under pressure. Appears to not let pressure interfere with thinking capabilities and ability to exercise judgment.	Managing Self	3.8	1	0	1	1	3

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

The following behaviors were identified by self-ratings by each team member and grouped by relevant competency based on average scores. They are rank ordered so that the first item is perceived to be your team's least effectively demonstrated behavior ("self" perceptions). The number of team members is shown for each rating level of the behavior. A box indicates your team's average self self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer for this behavior).

These represent behaviors perceived by your team as ineffectively practiced. As such, you should consider focusing on these behaviors as self-perceived development areas for your team.

Least Effective Behaviors	Competency	Average Score	Frequency of Responses				
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent
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	2.0	1	1	1	0	0
Listening to others - Gives careful attention to what others have to say. Plays back information to make sure that others' messages are understood.	Communicating	2.3	1	0	2	0	0
Adapting to change - Modifies plans and objectives readily according to changing circumstances and situations.	Planning	2.3	0	2	1	0	0
Responding to feedback - Takes feedback from others easily and uses the feedback to adjust own behavior or performance.	Managing Self	2.3	1	1	0	1	0
Meeting schedules and deadlines - Follows schedules and gets work done on time as per previous plans and agreements.	Controlling	2.7	0	2	0	1	0
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	2.7	0	1	2	0	0
Planning for the future - Develops clear priorities, objectives and steps to be accomplished in future work.	Planning	2.7	1	1	0	0	1
Sizing-up people (understanding others' motives and capabilities) - Perceives other people's capabilities, preferences, and talents accurately. Understands how individual people differ.	Managing Relationships	3.0	0	1	1	1	0

TEAMVIEW360

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

Least Effective Behaviors	Competency	Average Score	Frequency of Responses				
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent
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	3.0	0	1	1	1	0
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	3.0	0	1	1	1	0
Handling pressure - Stays calm under pressure. Appears to not let pressure interfere with thinking capabilities and ability to exercise judgment.	Managing Self	3.0	0	1	1	1	0
Communicating expectations - Lets others know clearly what is expected or needed from them. Does not wait until after the fact to communicate expectations.	Communicating	3.0	0	1	1	1	0

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

The following behaviors were identified by averaging all team members ratings of each other and are grouped by relevant competency based on average scores. They are rank ordered so that the first item is perceived to be the least effectively demonstrated behavior based on how all team members rated each other ("other" perceptions). The total number of raters is shown for each rating level of the behavior. A box indicates the average of all team member ratings of each other on this behavior.

These represent behaviors perceived by others as ineffectively practiced. As such, you should focusing on these behaviors as possible development areas for your team.

Least Effective Behaviors	Competency	Average Score	Frequency of Responses				
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent
Planning for the future - Develops clear priorities, objectives and steps to be accomplished in future work.	Planning	2.7	0	3	2	1	0
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	2.7	0	3	2	1	0
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	2.8	0	3	1	2	0
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	3.0	0	2	2	2	0
Initiating new relationships - Makes acquaintances quickly. Reaches out to people without waiting for others to make the first move.	Managing Relationships	3.2	0	2	1	3	0
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	3.2	0	2	2	1	1
Coping with frustrations - Handles difficulties, obstacles and frustrations well without becoming angry or irritated, and without upsetting or irritating others.	Managing Self	3.2	0	2	2	1	1
Developing own capabilities - Acts to improve and expand own capabilities. Shows interest and openness to learning and improvement.	Managing Self	3.2	1	1	1	2	1

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

Least Effective Behaviors	Competency	Average Score	Frequency of Responses				
			1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent
Listening to others - Gives careful attention to what others have to say. Plays back information to make sure that others' messages are understood.	Communicating	3.2	0	2	2	1	1
Communicating expectations - Lets others know clearly what is expected or needed from them. Does not wait until after the fact to communicate expectations.	Communicating	3.2	1	2	0	1	2

TEAMVIEW360

Section 2: Behavior Summary

The average score for each of the 7 TeamView360 competencies and 31 questions are summarized below for each rater category (1 to 5 frequency scale with higher scores corresponding to more effectively observed behavior). If the symbol **AP** appears instead of a score it means anonymity protection (i.e., fewer than a specified minimum number of people have responded, the score is not shown to protect anonymity). If the symbol **NR** appears instead of a score it means no people have responded. The competencies are presented in descending order based on the average scores of all raters.

The number in parentheses next to the average score is an index of or measure of rater agreement. The range of scores for this statistical measure of rater agreement is 0 to 1 where "1" represents total agreement by all raters. A score closer to "0" suggests that there exists a wider level of disagreement among raters in their perceptions of how effectively you demonstrate specific actions or behaviors. The higher the agreement score, the greater the consistency and agreement among raters. An agreement score of less than .50 might suggest that you interpret the average score with caution as it might not truly represent an accurate indication of how you are perceived by all raters providing you with feedback.

Questions	Team Self-Rating Average	Team Other-Rating Average
Managing Relationships	3.78 (0.48)	4.00 (0.56)
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.	3.67 (0.53)	4.33 (0.76)
Maintaining relationships - Keeps up contacts with people. Takes the initiative to stay in touch and in communication.	4.33 (0.53)	4.33 (0.63)
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.	4.00 (0.59)	4.17 (0.66)
Sizing-up people (understanding others' motives and capabilities) - Perceives other people's capabilities, preferences, and talents accurately. Understands how individual people differ.	3.00 (0.59)	4.17 (0.55)
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.	4.00 (0.59)	3.83 (0.55)
Initiating new relationships - Makes acquaintances quickly. Reaches out to people without waiting for others to make the first move.	3.67 (0.38)	3.17 (0.55)
Controlling	3.44 (0.44)	3.86 (0.48)
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.	3.00 (0.59)	4.50 (0.62)
Organizing and orchestrating events - Lays the foundation for work by bringing together resources, tools, schedules and people as needed.	3.67 (0.38)	4.00 (0.59)
Meeting schedules and deadlines - Follows schedules and gets work done on time as per previous plans and agreements.	2.67 (0.53)	4.00 (0.50)
Producing high quality work - Produces work that is complete, accurate, neat, thorough, and in full compliance with all standards.	4.00 (0.59)	3.67 (0.53)

TEAMVIEW360

Section 2: Behavior Summary Continued

Questions	Team Self-Rating Average	Team Other-Rating Average
Controlling	3.44 (0.44)	3.86 (0.48)
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.	3.33 (0.38)	3.67 (0.45)
Meeting commitments - Performs according to agreements. Follows through according to plans.	4.00 (0.59)	3.33 (0.45)
Communicating	3.27 (0.38)	3.57 (0.37)
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.	3.33 (0.38)	4.17 (0.55)
Articulating ideas and information - Speaks clearly and expresses ideas so that others understand what is meant.	4.33 (0.53)	3.83 (0.33)
Keeping others informed - Keeps others up-to-date on new information, plans, and developments. Does not wait for others to ask for information.	3.33 (0.38)	3.50 (0.52)
Communicating expectations - Lets others know clearly what is expected or needed from them. Does not wait until after the fact to communicate expectations.	3.00 (0.59)	3.17 (0.21)
Listening to others - Gives careful attention to what others have to say. Plays back information to make sure that others' messages are understood.	2.33 (0.53)	3.17 (0.47)
Problem Solving	3.56 (0.25)	3.44 (0.47)
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.	4.67 (0.76)	3.83 (0.47)
Recognizing trends - Sees patterns in otherwise disorganized information Identifies problems before they occur. Puts "two and two" together and draws accurate conclusions.	4.00 (0.29)	3.33 (0.53)
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.	2.00 (0.59)	3.17 (0.47)
Managing Self	3.58 (0.34)	3.38 (0.37)
Handling pressure - Stays calm under pressure. Appears to not let pressure interfere with thinking capabilities and ability to exercise judgment.	3.00 (0.59)	3.83 (0.27)
Responding to feedback - Takes feedback from others easily and uses the feedback to adjust own behavior or performance.	2.33 (0.38)	3.33 (0.53)
Developing own capabilities - Acts to improve and expand own capabilities. Shows interest and openness to learning and improvement.	4.67 (0.76)	3.17 (0.33)

TEAMVIEW360

Section 2: Behavior Summary Continued

Questions	Team Self-Rating Average	Team Other-Rating Average
Managing Self	3.58 (0.34)	3.38 (0.37)
Coping with frustrations - Handles difficulties, obstacles and frustrations well without becoming angry or irritated, and without upsetting or irritating others.	4.33 (0.53)	3.17 (0.47)
Planning	2.50 (0.37)	3.33 (0.49)
Adapting to change - Modifies plans and objectives readily according to changing circumstances and situations.	2.33 (0.76)	4.00 (0.59)
Planning for the future - Develops clear priorities, objectives and steps to be accomplished in future work.	2.67 (0.15)	2.67 (0.63)
Leading	3.20 (0.48)	3.10 (0.58)
Giving recognition to others - Openly shows appreciation for others' contributions and efforts. Gives credit to others.	3.33 (0.38)	3.67 (0.63)
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.	3.00 (0.59)	3.33 (0.76)
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.	3.67 (0.38)	3.00 (0.59)
Motivating and inspiring others - Builds energy and enthusiasm in others. Helps others to stay productive and active through their own motivation, interests, and commitments.	2.67 (0.76)	2.83 (0.55)
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.	3.33 (0.53)	2.67 (0.63)

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:

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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?

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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?

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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.

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Section 2: TeamView360 Team Action Plan

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