

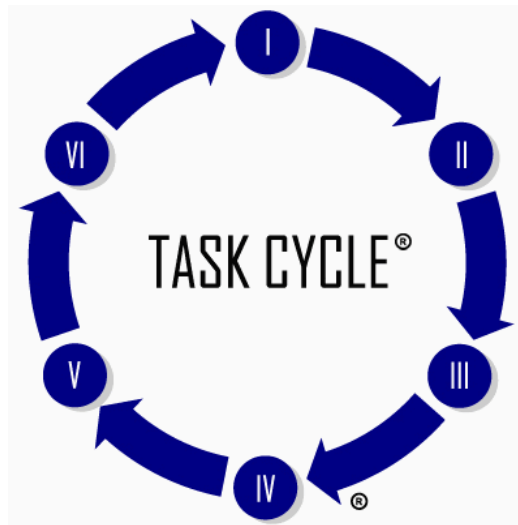
# Confidential Feedback Report

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Sample Team, ABC Company

REPORT EXCERPT

## Our Team



THE  
**CLARK WILSON GROUP**  
I N C O R P O R A T E D

## TABLE OF CONTENTS

This report contains your team's results from the Our Team survey. It begins with summary views, proceeds to a detailed listing of each question, and concludes with a development plan.

### Preface

An introduction to the report, survey, and Task Cycle®.

INTERPRETATION  
GUIDANCE



### Score Summaries

Appendix A

1. Plots of your team's raw scores and centile scores separated by rater group.
2. Highlights of your team's centile scores.
3. A listing of your team's highest and lowest scoring questions separated for each rater group.

### Question Scores & Details

Appendix B

A listing of your team's scores on each Task Cycle® skill, including your scores on each question of the survey.

### Open-Ended Comments

Appendix C

A verbatim listing of comments provided by the team.

### Appendix

The appendix provides interpretation guidance for each section of the report.

## PREFACE

### About the Our Team

Before you begin analyzing this report, make sure you are mindful of what you want the team to achieve. Take a few moments to also think about your team, the people who make up the team, and the environment in which it operates. Your team raters draw on recent experiences, such as the last few projects or previous year, when evaluating the areas of team functioning.

The body of this report presents all of the questions in the Our Team. In addition, there are a wide variety of one-page summaries, from graphs to number tables. This is to accommodate different learning styles.

### Interpreting Your Results

There are several ways you can interpret the data in this report. Here are a few points to get you started:

1. Consider the relevancy of different skills in relation to the team's responsibilities. Scoring high or low in a particular skill might be irrelevant if the team is never or rarely responsible for demonstrating mastery of that skill.
2. Examine differences in scores between different rater levels and try to understand why these occur.

An appendix is located in the back of this report to help you interpret the data from each section. Please refer to it for further information.

### Key Terms and Concepts

There are several terms throughout the report that are important to understanding the team's results. The most important are:

#### **Raw Score**

This is the actual score that was given by those who completed the survey.

#### **Centile**

This compares the team's scores to everyone else who has taken the survey. If the team's centile score for a particular skill is "30," it means that 30% of the teams who have taken the survey scored lower than your team (and 70% scored higher). Likewise, if the team's centile score is "65," it means that 65% of the teams who have taken the survey scored lower than your team (and 35% scored higher). Centile scores are presented frequently throughout the report, and are intended to give you a competitive analysis of how the team's skills compare to others in similar situations.

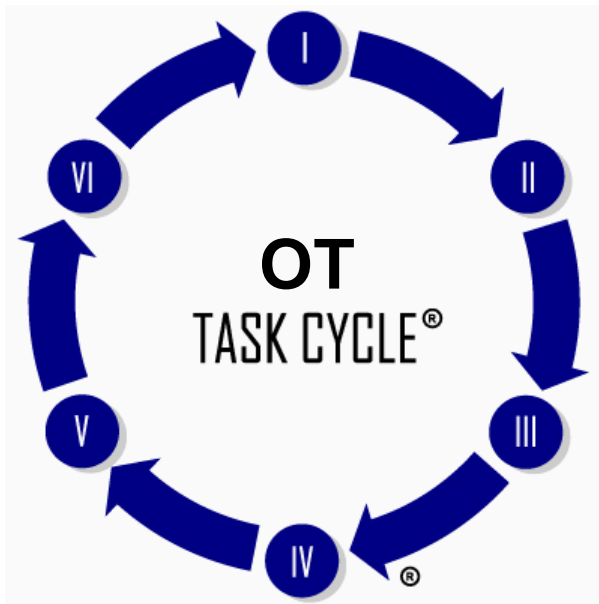
#### **Situational Scales (\*\*\*)**

Dimensions marked with (\*\*\*) are dimensions on which high scores are not necessarily desirable. When these are the only strengths in a profile, it indicates that the team is not working together. However, when balanced with solid team skills and used strategically, they can significantly enhance your team's effectiveness.

## PREFACE

### The Task Cycle

The feedback in this report is organized into six phases of activity that all teams engage in, called the Task Cycle. The Task Cycle is a sequential, valid organizing tool that can help you know where to focus your team's development.



#### TASK CYCLE® PHASES

I. FOCUS

II. TEAM COMPETENCE

III. INTERNAL RELATIONS

IV. FEEDBACK ON PERFORMANCE

V. CONTROL

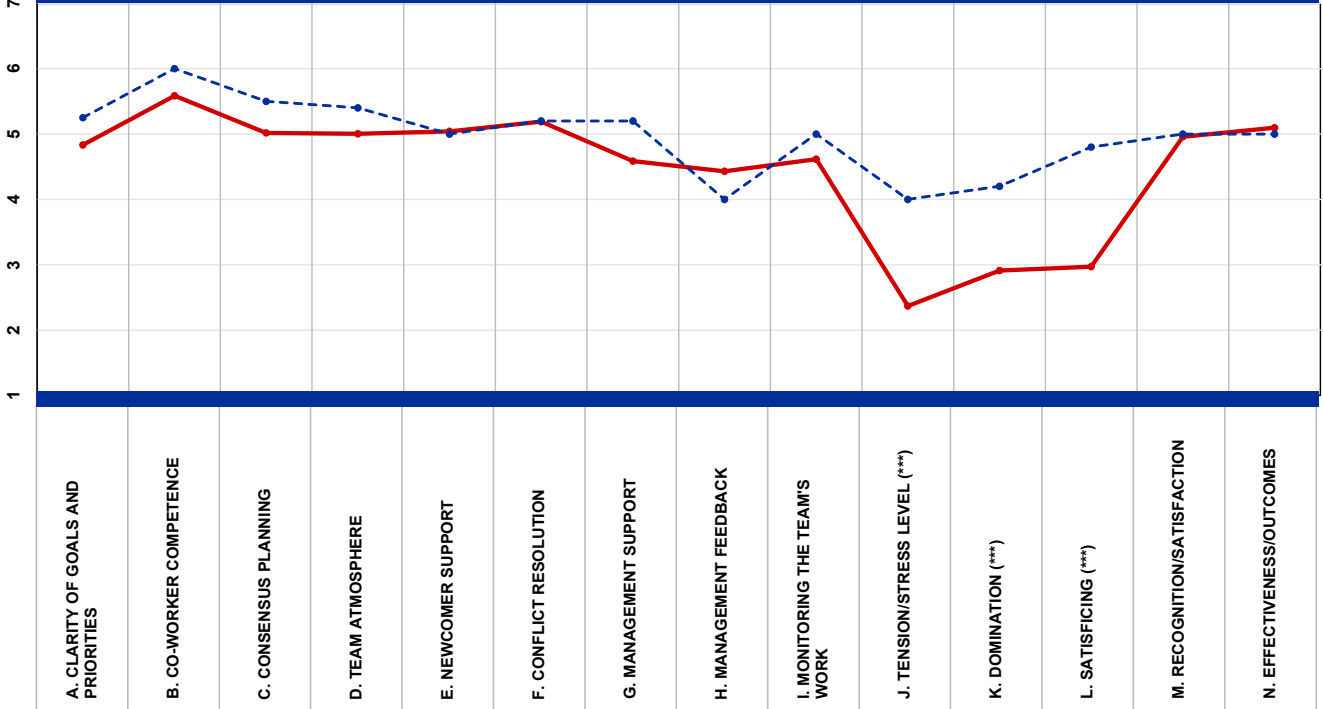
VI. MEMBER SATISFACTION

### Three reasons why you should care about the Task Cycle®

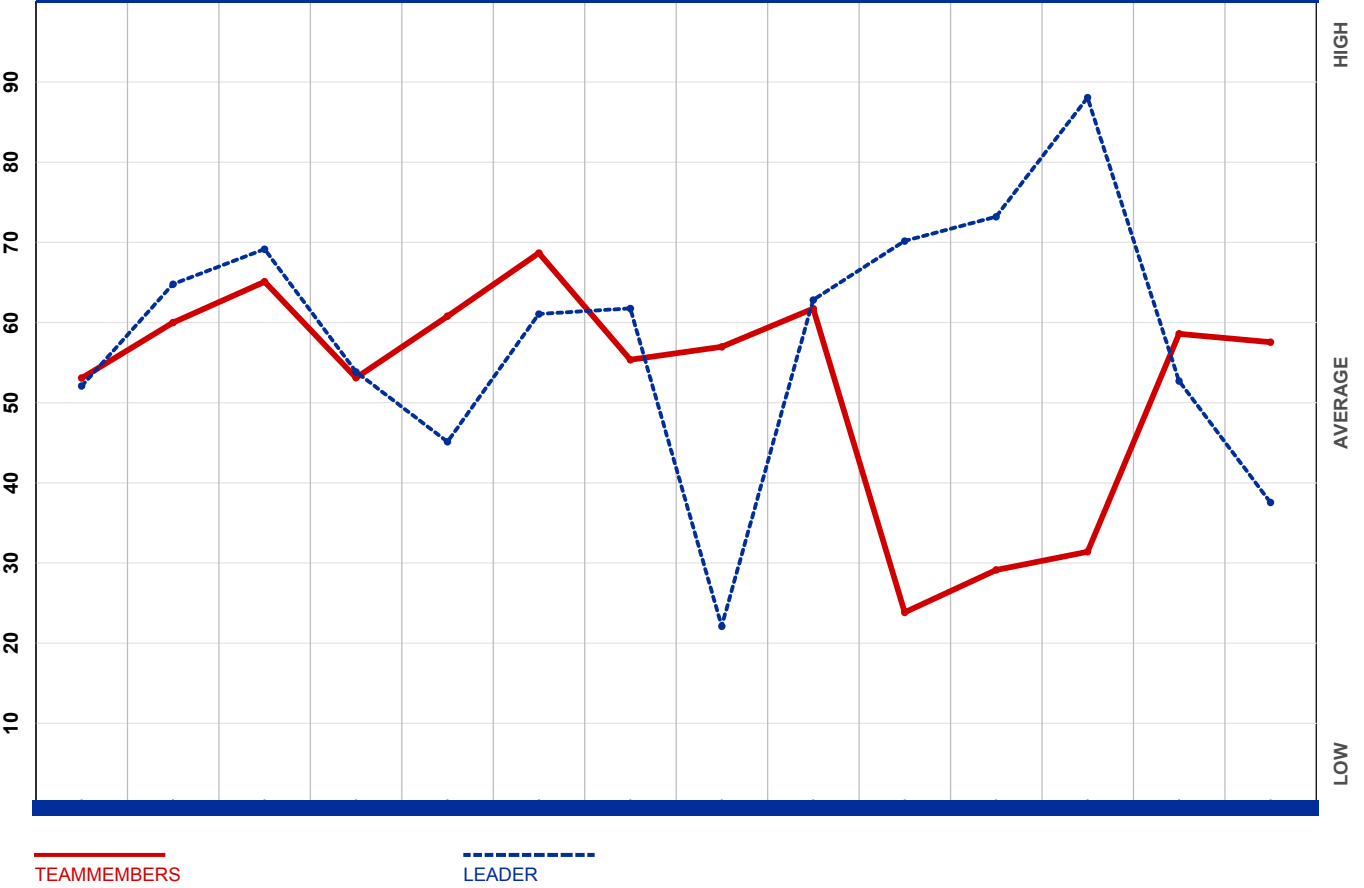
1. The Task Cycle organizes all of your team's feedback data into logical, business-relevant categories of action, which will help you and your team to focus and direct developmental activity.
2. The Task Cycle is organized sequentially, with the phases of greatest leverage appearing first. As a result, if your team focus is on developing capacity in the earliest phases of the cycle, it will see the greatest benefit to the entire performance of the team.
3. Your team's performance across the Task Cycle phases predicts how others perceive the impact of its efforts.

### SCORE SUMMARIES

#### YOUR TEAM'S RAW SCORES (Actual Survey Responses)



#### YOUR TEAM'S CENTILE SCORES (How the Team Compares to Others)



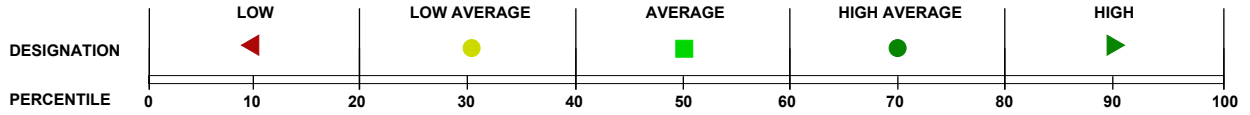
TEAMMEMBERS

LEADER

## SCORE SUMMARIES

### CENTILE HIGHLIGHTS

These comparisons are in reference to the norms for each rating group.



### TASK CYCLE SKILLS

	TEAMMEMBERS	LEADER	
<b>I. FOCUS</b>			
A. CLARITY OF GOALS AND PRIORITIES	■	■	
<b>II. TEAM COMPETENCE</b>			
B. CO-WORKER COMPETENCE	●	●	
C. CONSENSUS PLANNING	●	●	
<b>III. INTERNAL RELATIONS</b>			
D. TEAM ATMOSPHERE	■	■	
E. NEWCOMER SUPPORT	●	■	
F. CONFLICT RESOLUTION	●	●	
G. MANAGEMENT SUPPORT	■	●	
<b>IV. FEEDBACK ON PERFORMANCE</b>			
H. MANAGEMENT FEEDBACK	■	●	
I. MONITORING THE TEAM'S WORK	●	●	
<b>V. CONTROL</b>			
J. TENSION/STRESS LEVEL (***)	●	●	
K. DOMINATION (***)	●	●	
L. SATISFICING (***)	●	▶	
<b>VI. MEMBER SATISFACTION</b>			
M. RECOGNITION/SATISFACTION	■	■	
<b>IMPACT</b>			
<b>IMPT. RESIDUAL IMPACT</b>			
N. EFFECTIVENESS/OUTCOMES	■	●	

(\*\*\*) Must be interpreted in light of the situation.

**SCORE SUMMARIES**

**5 HIGH/LOW FROM TEAMMEMBERS**

**5 highest rated questions**

# Question	Dimension	TEAMMEMBERS
15. My co-workers are knowledgeable about their work	B. CO-WORKER COMPETENCE	5.83
27. People in this group are well trained and capable	B. CO-WORKER COMPETENCE	5.78
3. Our team members are highly competent	B. CO-WORKER COMPETENCE	5.68
62. The atmosphere in our team is collegial and cooperative	D. TEAM ATMOSPHERE	5.52
50. Most team members are willing to help you if you have a work problem	D. TEAM ATMOSPHERE	5.48

**5 lowest rated questions**

# Question	Dimension	TEAMMEMBERS
17. Newcomers get a lot of attention to bring their work up to acceptable levels	E. NEWCOMER SUPPORT	3.92
18. We are made fully aware of how well we are doing our work	H. MANAGEMENT FEEDBACK	4.24
31. All the information we need to do our work is readily available	G. MANAGEMENT SUPPORT	4.26
54. We are made aware of how our management thinks our team is performing	H. MANAGEMENT FEEDBACK	4.35
19. We have adequate resources to achieve our objectives	G. MANAGEMENT SUPPORT	4.36

**SCORE SUMMARIES**

**5 HIGH/LOW FROM LEADER**

**5 highest rated questions**

# Question	Dimension	LEADER
3. Our team members are highly competent	B. CO-WORKER COMPETENCE	7.00
37. We keep our priorities in focus so we can be an effective team	A. CLARITY OF GOALS AND PRIORITIES	6.00
1. We know what we are expected to do; our goals are clear	A. CLARITY OF GOALS AND PRIORITIES	6.00
27. People in this group are well trained and capable	B. CO-WORKER COMPETENCE	6.00
71. All our team members make worthwhile contributions to our work	B. CO-WORKER COMPETENCE	6.00

**5 lowest rated questions**

# Question	Dimension	LEADER
25. We are clear about our goals in team discussions	A. CLARITY OF GOALS AND PRIORITIES	4.00
26. We help each other a lot	D. TEAM ATMOSPHERE	4.00
6. We are honestly told what management thinks about the team's performance	H. MANAGEMENT FEEDBACK	4.00
18. We are made fully aware of how well we are doing our work	H. MANAGEMENT FEEDBACK	4.00
30. Our superiors give us honest evaluations of our output	H. MANAGEMENT FEEDBACK	4.00

### QUESTION SCORES & DETAILS

PHASE: FOCUS

#### A. Clarity of Goals and Priorities

#### Dimension Table

The numbers presented in the table below are assessed by the questions located below with a rating of 1 to 7.

RATER(S)	RAW AVG	NORM	CENTILE	10	20	30	40	50	60	70	80	90	PRE AVG	PRE CEN
TEAMMEMBERS (25)	4.83	4.73	53										---	---
LEADER (1)	5.25	5.20	52										---	---

RATER(S)	Question # within survey	AVG	SD	NR	1	2	3	4	5	6	7	PRE AVG
TEAMMEMBERS (25)	1. We know what we are expected to do; our goals are clear	4.7	1.2	3	.	1	3	6	8	6	1	---
LEADER (1)		6.0	---	.	.	.	.	.	.	1	.	---
TEAMMEMBERS (25)	25. We are clear about our goals in team discussions	4.7	1.3	5	.	1	2	9	3	6	2	---
LEADER (1)		4.0	---	.	.	.	.	1	.	.	.	---
TEAMMEMBERS (25)	37. We keep our priorities in focus so we can be an effective team	5.3	1.1	5	.	.	1	5	6	9	2	---
LEADER (1)		6.0	---	.	.	.	.	.	.	1	.	---
TEAMMEMBERS (25)	66. We understand how our team's goals relate to organization goals	5.1	1.4	6	.	.	3	5	5	4	5	---
LEADER (1)		5.0	---	.	.	.	.	.	1	.	.	---

**APPENDIX****Appendix B****Question Scores and Details**

This section is the heart of the report. The data presented follows the sequence of the Task Cycle. Each dimension will have a table of dimension scores and a table of question scores.

The dimension table allows you to compare rankings on the dimension from each rater group. TeamMembers and Others are not broken out separately when the minimum number required to protect rater anonymity are not completed by the survey deadline.

Below the dimension table you will see data for each question making up the dimension. This includes: average score, standard deviation, exact frequency of the "NR" and "1-7" ratings, and, if your group took the survey before, previous average scores.

**Appendix C****Open-Ended Comments**

These written comments appear exactly as they were entered into the web survey--without editing. Comments are organized according to rater levels.

Raters were discouraged from referring to events or using language that would identify them. To further protect their privacy, the comments are randomized within the different rating groups.