# Team Assessment Survey©

Report prepared for

Leadership Team

![Team Assessment Survey logo]

# HOW TO USE THIS REPORT

Teams are the basic organizing structure for many organizations, and the Team Assessment Survey is a powerful tool specifically designed to help groups, teams, committees, and task forces improve performance. Based on the Rocket Model of team performance, the information provided in this report provides insight into what teams are currently doing well, need to improve, and how they compare to other teams across the globe.

Keep in mind that Team Assessment Survey feedback alone will not improve team performance. Teams need to review the feedback in this report, discuss and identify team strengths and areas of improvement, and build and execute action plans before any changes to team dynamics and performance occur.  These actions have the additional benefit of helping teams create a common language for discussing issues, building trust among team members, and identifying better ways for teams to win.

It is also important to remember that the Team Assessment Survey results are time and event sensitive.  The results represent a snapshot of how teams are currently operating and are affected by a variety of factors, such as political and economic realities, changing stakeholder needs, team maturity, and member turnover.

## HOW YOU WILL BENEFIT

The *Team Assessment Survey* can be a valuable tool in helping your team

- Recognize the components that lead to high performance.

- Appreciate the differences between groups and teams.

- Realize their strengths.

- Gain insight into their areas of improvement.

- Understand how they stack up against comparable teams.

- Prioritize and focus on those areas having the greatest payoffs.

- Minimize the amount of time and money spent on ineffective team building activities.

- Create a common language for discussing team issues.

- Set initial benchmarks for later comparisons.

## HOW YOUR RESULTS ARE ORGANIZED

### Section 1. Overall Results
Provides benchmarking scores on the eight components necessary for effective team functioning.

### Section 2. Team Effectiveness Quotient (TQ)
Provides an overall average benchmark score across all eight Rocket Model components.

### Section 3. Component Results
Provides detailed information about each of the eight components of team functioning.

### Section 4. Written Comments
Provides verbatim comments about what the team is doing well and where the team could improve.

### Section 5. Team vs. Group Work Style
Provides information about the extent to which people on the team work independently vs. interdependently.

### Section 6. Rater List
Provides a list of people completing the Team Assessment Survey.

### Section 7. Resources
Recommends resources to improve team functioning.

# OVERALL RESULTS

The Rocket Model of team performance was developed from a comprehensive review of the team research along with data collected from approximately 1,500 teams over a 20-year period. The model consists of eight components that need to be in place to create high performing teams and groups. The model is both prescriptive and diagnostic, in that it provides a roadmap for newly formed teams on how to get started and for existing teams about what they are doing well or need to improve. More detailed descriptions of the eight Rocket Model components can be found below and throughout this report.

The scores indicate the percentage of teams from the norm group that score at or below this team. For example, a score of 50 means that this team scored in the middle when compared to other teams, with half of the norm group scoring below and half scoring above. A score of 75 indicates that a team scored equal to or higher than 75% of other teams, and a score of 25 means a team scored equal to or higher than only 25% of the other teams included in the benchmark group.

Score interpretation guidelines are as follows:
- Scores of 0-25 are considered low
- Scores of 26-50 are below average
- Scores of 51-74 are above average
- Scores of 75-100 are considered high

**Results: The team's track record.**
Is the team delivering on its commitments? Does it accomplish important goals, meet stakeholders' expectations, and improve over time?
**2**

**Courage: The team's approach to managing conflict.**
Do team members feel safe raising difficult issues and does conflict get managed effectively?
**8**

**Resources: The team's assets.**
Does the team have the necessary physical and monetary resources, authority, and political support?
**42**

**Buy-In: The level of motivation among team members.**
Are team members optimistic about the team's chances for winning and motivated to accomplish the team's goals?
**4**

**Norms: The team's formal and informal work processes.**
Does the team use effective and efficient processes for running meetings, making decisions, and getting work done?
**2**

**Talent: The people who make up this team.**
Does this team have the right number of people, are roles clear, and does it have the skills needed to succeed?
**2**

**Mission: The team's purpose and goals.**
Why does the team exist? How does it define winning, and what are its strategies for accomplishing goals?
**14**

**Context: The situation in which the team operates.**
Do team members agree about the team's political and economic realities, stakeholders, and challenges?
**2**

# TEAM EFFECTIVENESS QUOTIENT (TQ)

10%
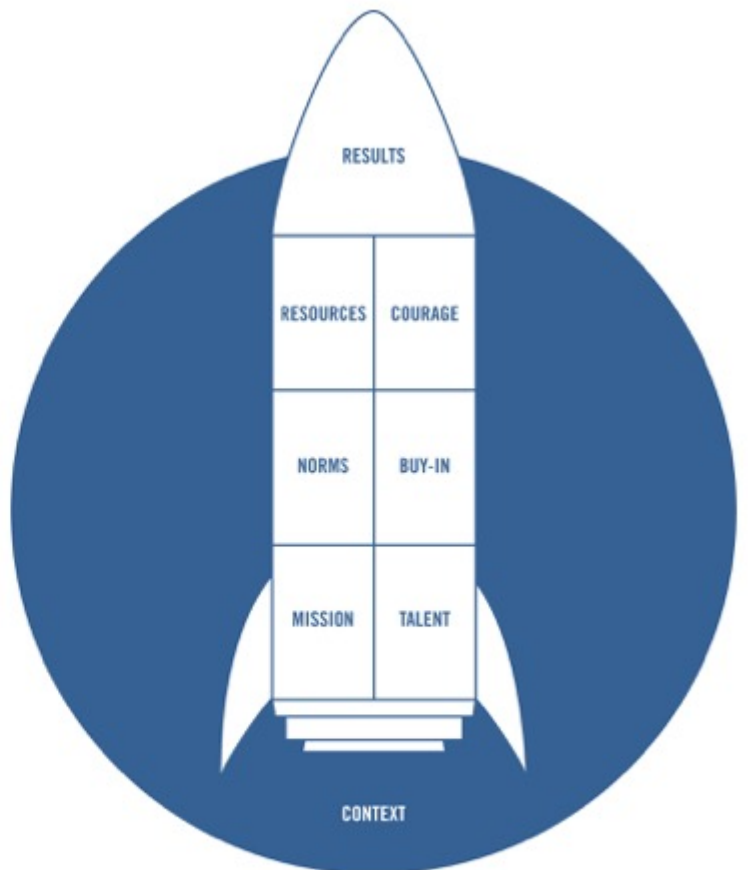
The Team Effectiveness Quotient (TQ) is the average percentile score across all eight Rocket Model components and is intended to provide teams with a simple way of comparing themselves with others. Teams should review the percentile scores on page 3 to understand which Rocket Model components are contributing the most to their overall scores.

Higher scoring teams have better alignment on their customers, challenges, purpose, goals, and plans. Team members tend to have clear roles and responsibilities, abide to the processes and rules governing team behavior, can be counted on to deliver assigned tasks, trust and challenge each other, and stay focused on winning.
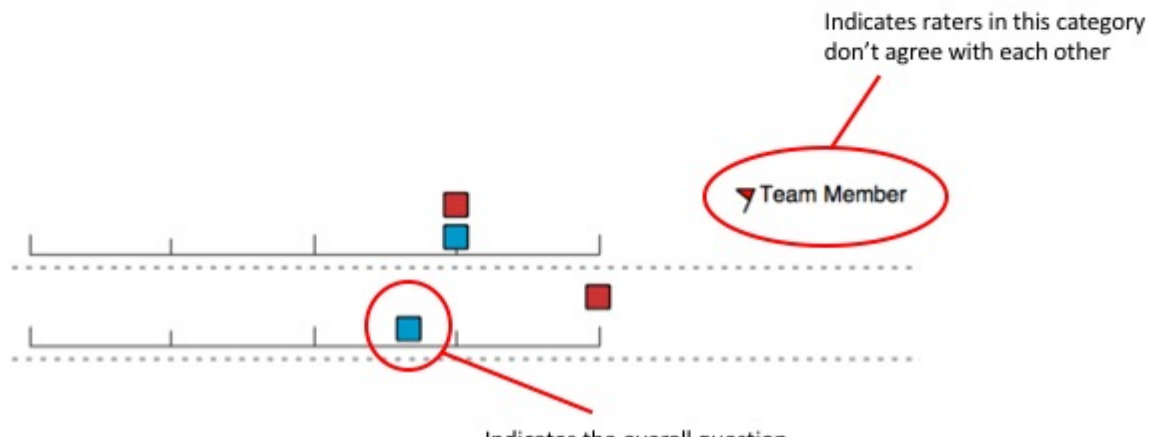
Lower scoring teams are uncertain about or lack alignment on their key influencers, challenges, purpose, goals, strategies, or plans. They may also utilize processes and rules that hinder rather the enhance team performance. Team members tend to experience role conflict or ambiguity, may not trust others on the team, and often fail to complete work assignments.

# COMPONENT RESULTS

The following pages provide information about each of the eight components of team functioning. The following rater categories are used to display question results.

■ Team Member (14)

For each component results are displayed as an overall score, and then by question for each of the different rater groups. A sample is shown below.



Indicates raters in this category don't agree with each other

Team Member

Indicates the overall question

# CONTEXT

2%

The Context component is all about the situation facing the team. Who are the team's customers, competitors, regulators, suppliers, and partners? What are the economic and political realities facing the team? Who or what is going to have the biggest impact on the team? Does everyone on the team share a common view of its key stakeholders, what they are likely to do, and how they may affect the team over the next six to twelve months? Getting Context right is very important for teams, as the situation affects how the team defines success and what it might need to do to win.

Higher scoring teams constantly scan the environment to stay abreast of customer, competitor, supplier, headquarters, economic, and political trends. They also ensure everyone on the team is aware of the latest information about key stakeholders and how they may impact team goals and strategies, team member roles, and the processes used to get work done.

Lower scoring teams do not conduct regular environmental scans, and as a result, team members can have diverging ideas about the team's customers, competitors, headquarters, and political and macroeconomic trends. Team members do not share a common world view and may make decisions that are misaligned with team goals.

INTERPRETATION

This team's score on Context suggests:

- The team may not have good situational awareness and there is little agreement about the conditions and factors that shape the context in which it operates.
- Team members may not agree on how customer, competitor, supplier, regulator, and other stakeholder trends could affect the team.
- Team members need to discuss and agree on the political and economic realities facing the team.
- Team members need to review the challenges the team will likely face over the next six to twelve months.

*The team shares a common understanding of its key internal and external stakeholders*
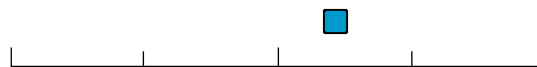
*The team periodically reviews its assumptions about stakeholders and influencers*

*Team members are aligned on the political and economic realities facing the team*

*Team members agree on the top challenges facing the team*

# MISSION

14%

The Mission component concerns the team's purpose, how it defines winning, and what it intends to do to accomplish its goals. Mission is important as it provides team members with a sense of meaning and the opportunity to work on something that could have a bigger impact than anything they could accomplish by themselves. A team's mission needs to be translated into goals, metrics, key strategies, and major projects before tangible action is likely to take place, however. Teams also should regularly review progress against key goals and plans to make needed adjustments and improve the odds of success. Getting Mission right is important, as a team's goals, strategies, and plans affect all the other components in the Rocket Model.

Higher scoring teams have a clear understanding of the team's purpose and have created a set of documented goals, metrics, strategies, and projects to prioritize and focus its efforts towards the accomplishment of its mission. Progress against goals and plans are reviewed on a regular basis, and the team makes changes to its strategies and tactics as needed to accomplish its goals.

Lower scoring teams may not have a clearly articulated purpose or may not have translated its mission into tangible goals, metrics, strategies, or major projects. They may not have defined how the team will win, and team members may have different definitions of team success. Lower scoring teams tend to be more reactive than proactive, do not conduct regular progress reviews, and do not adjust goals or strategies to improve the odds of winning.

INTERPRETATION

This team's score on Mission suggests:

- Compared to other teams, the team's purpose is not well-defined.
- Team members may not agree on the team's purpose.
- The team's goals, metrics, strategies, and action plans are not as well documented as other teams.
- The team does not review progress against team goals and plans as frequently as other teams.
- The team may not adjust goals and plans as well as other teams.
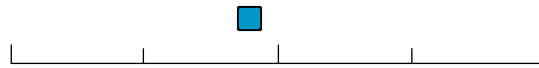
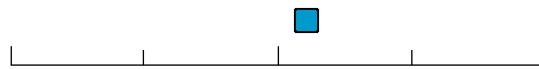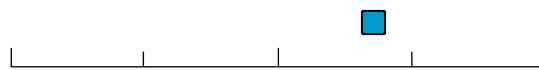| | |
|---|---|
| *The team's purpose is clearly defined and well understood* | |
| *The team's goals are documented and measurable* | |
| *The team has developed effective strategies to overcome obstacles and achieve its goals* | |
| *The team has a documented set of actions with owners for the next 30-120 days* | |
| *Progress against team goals and plans are regularly reviewed* | |

# TALENT

2%

Talent concerns the people on the team. Given the situation facing the team and its goals, how many people are needed, and what skills and experience should they have? Do team members understand their respective roles, is everyone an effective team player, and does the broader organization reward teamwork? Talent is one of the more difficult components of the Rocket Model to get right, as it involves hiring, on-boarding, developing, and managing the performance of individual team members and making sure everyone is working effectively as a unit.
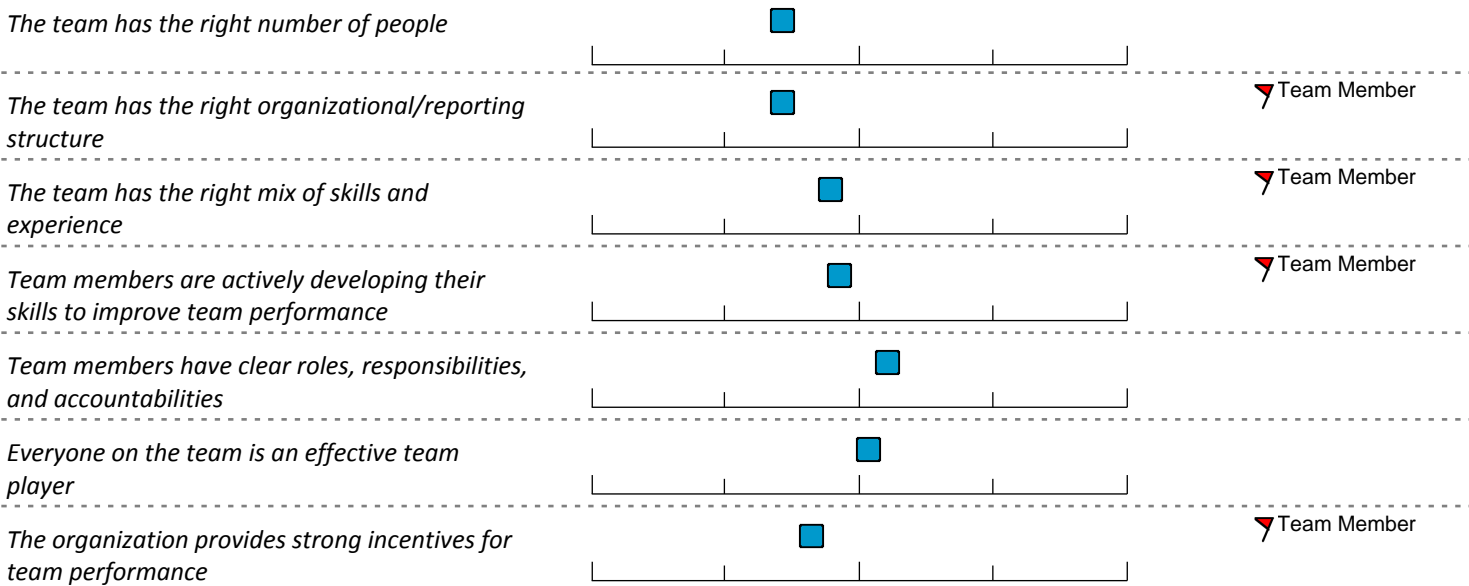
Higher scoring teams have the right number of people with the right skills, the right organizational/reporting structures, clearly defined roles and responsibilities, team members that get along and work effectively with each other, and they operate in organizations that reward team performance.

Lower scoring teams may have too many or too few people to be effective. They also can have reporting structures that get in the way of effective teamwork or ill-defined roles that result in duplicative efforts or activities not getting completed. Some lower scoring teams have team members who do not collaborate with others or are part of an organization that only rewards individual rather than team performance.

INTERPRETATION

This team's score on Talent suggests:

- The team may not be the right size to accomplish its goals.
- The team's reporting structure may be interfering with effective teamwork.
- Team members have roles and responsibilities that are less clear than other teams.
- Team members may not have the skills needed to perform assigned tasks.
- Some team members do not like collaborating with others on the team.
- The organization puts more emphasis on individual than team performance.

| | | |
|---|---|---|
| *The team has the right number of people* | | |
| *The team has the right organizational/reporting structure* | | ▼Team Member |
| *The team has the right mix of skills and experience* | | ▼Team Member |
| *Team members are actively developing their skills to improve team performance* | | ▼Team Member |
| *Team members have clear roles, responsibilities, and accountabilities* | | |
| *Everyone on the team is an effective team player* | | |
| *The organization provides strong incentives for team performance* | | ▼Team Member |

# NORMS

2%

All teams have formal and informal processes for getting work accomplished, making decisions, and keeping team members informed. The Norms component is concerned with the efficiency and effectiveness of these processes. Sometimes formal work policies and procedures can interfere with effective teamwork, and some of the unwritten rules governing team meetings, communication, decision-making, and accountability can hinder rather than help team performance. Norms are one of the most important yet underleveraged components of the Rocket Model, as how work gets accomplished affects what gets done.
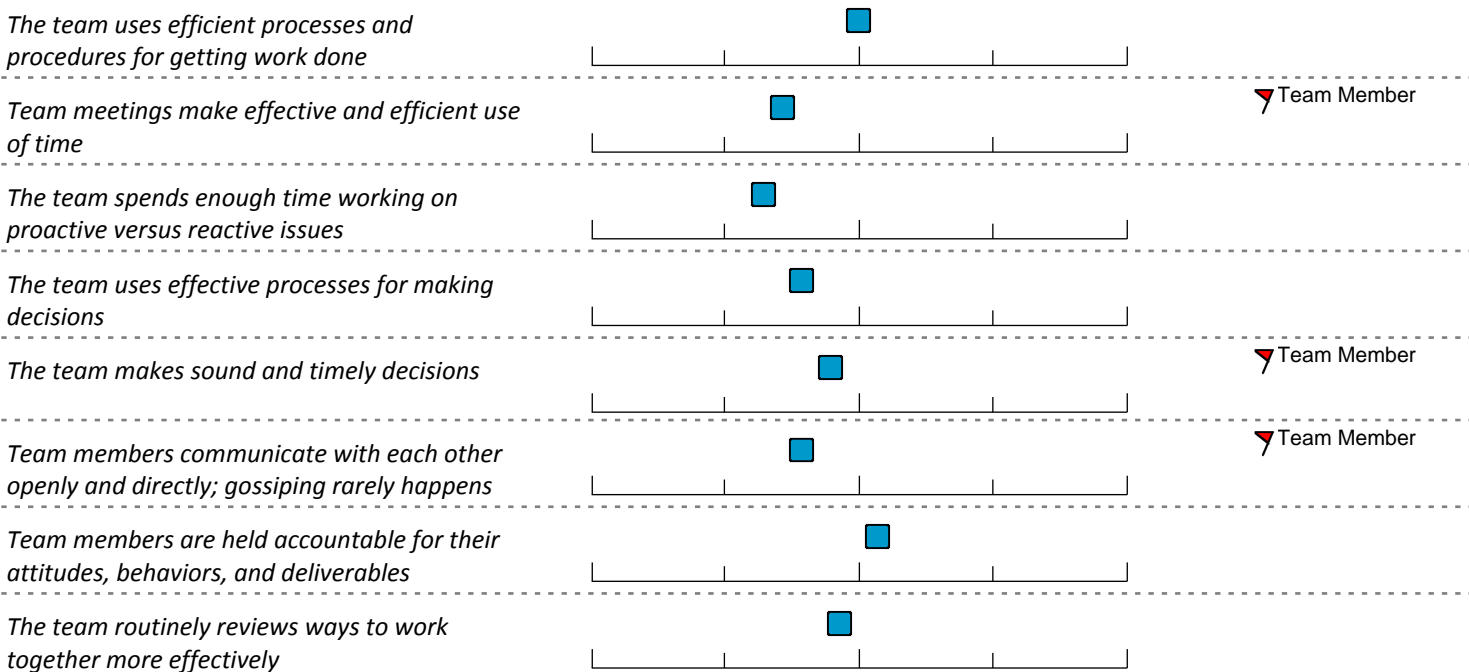
Higher scoring teams use effective processes for getting work done. They tend to run meetings that make efficient and effective use of time, and they have explicit rules in place for keeping team members informed, responding to requests, making decisions, and delivering on individual commitments.

Lower scoring teams use inefficient processes for accomplishing goals, call unnecessary meetings, spend time talking about the wrong things, fail to make decisions, and get little accomplished during team meetings. Team members fail to respond to requests, deliver on commitments, feel out of the loop, and often have little input into team decisions.

INTERPRETATION

This team's score on Norms suggests:

- Compared to other teams, the team may be using less efficient processes for getting work done.
- Team meetings may be seen as a waste of time.
- The team may not be making sound and timely decisions on critical issues.
- The processes used to make decisions might be less effective than those used by other teams.
- Team communication processes could be hindering performance.
- Accountability may be lacking.

| | |
|---|---|
| *The team uses efficient processes and procedures for getting work done* | |
| *Team meetings make effective and efficient use of time* | ▼Team Member |
| *The team spends enough time working on proactive versus reactive issues* | |
| *The team uses effective processes for making decisions* | |
| *The team makes sound and timely decisions* | ▼Team Member |
| *Team members communicate with each other openly and directly; gossiping rarely happens* | ▼Team Member |
| *Team members are held accountable for their attitudes, behaviors, and deliverables* | |
| *The team routinely reviews ways to work together more effectively* | |

# BUY-IN

4%

Buy-In is the degree to which team members are motivated to accomplish assigned tasks, work towards team goals, and abide by team decisions and rules. Is everyone on the team equally committed to the team's success, or are some team members working hard while others are checked out? Teams with low Buy-In are unlikely to succeed, whereas those with high levels of Buy-In are much more likely to do what is necessary to win.
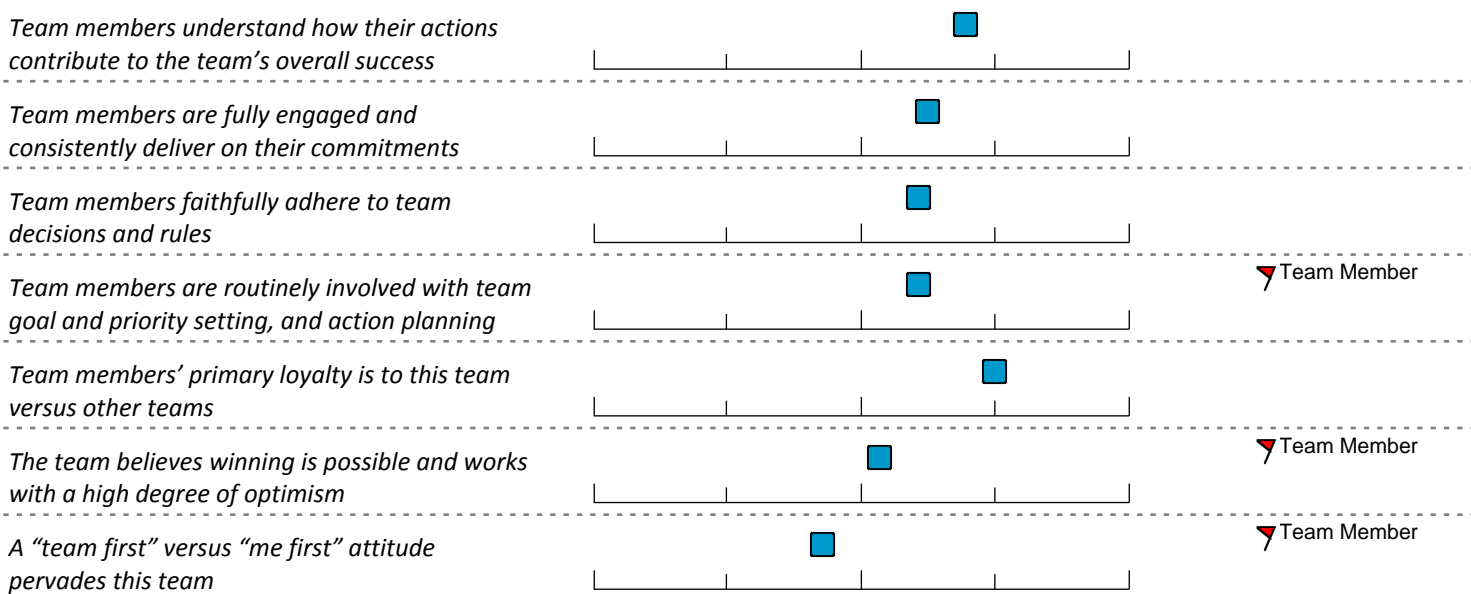
Higher scoring teams are motivated to win. Team members are engaged, understand how their actions contribute to the greater good, and get involved with setting team goals, creating and action plans, and day-to-day decision-making. Because of this, team members often display a "team first" attitude and go the extra mile to help their teams succeed.

Lower scoring teams are not optimistic about their chances of winning. There can be unequal levels of engagement on the team, and team members' may not understand how their actions help the team win. In addition, loyalties can be with other teams, and team members may believe their own needs are more important than the team's needs.

INTERPRETATION

This team's score on Buy-In suggests:

- Compared to other teams, team members may be less clear on how their actions contribute to team success.
- Team members may not be as engaged or motivated to deliver on their commitments when compared to other teams.
- Some team members may ignore team procedures or routinely break team rules.
- Team members' loyalties may lie with other teams.
- Team members may not be as optimistic about the teams' chances of success when compared to other teams.
- Some team members may be placing self-interests over team interests.

*Team members understand how their actions contribute to the team's overall success*

*Team members are fully engaged and consistently deliver on their commitments*

*Team members faithfully adhere to team decisions and rules*

*Team members are routinely involved with team goal and priority setting, and action planning*

Team Member

*Team members' primary loyalty is to this team versus other teams*

*The team believes winning is possible and works with a high degree of optimism*

Team Member

*A "team first" versus "me first" attitude pervades this team*

Team Member

# RESOURCES

42%

Resources are a team's tangible and intangible assets. A team's tangible assets include such things as office space, meeting rooms, hardware and software, specialized equipment, budgets, and the like. Intangible assets include authority and political support. Resources should be closely aligned with team goals, and research shows most teams have the resources they need to succeed. Ineffective teams squander resources, whereas the best teams find ways to win despite resource shortfalls.

Higher scoring teams have a good deal of political clout, make efficient and effective use of resources, and are empowered to make decisions that affect the team.
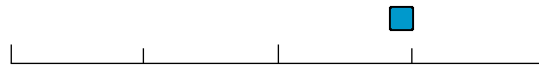
Lower scoring teams lack political clout, experience budget or equipment shortfalls, spend resources on the wrong issues, or are not permitted to make important decisions that affect the team.
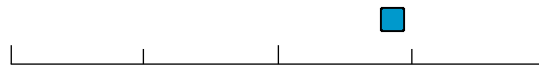
INTERPRETATION

This team's score on Resources suggests:

- The team probably has the sponsorship or political support needed to succeed.
- The team may have some resource shortfalls, but they are not too problematic.
- The team generally makes efficient use of its resources and limits the time and money spent on activities that add little value.
- The team is empowered to make most team decisions.
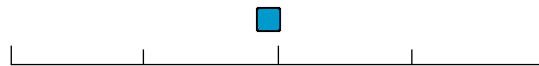
| | |
|---|---|
| *The team has the necessary level of political sponsorship to be successful* | |
| *The team is empowered to make key decisions* | |
| *The team has the resources it needs to achieve its goals* | ▼ Team Member |
| *The team proactively renegotiates deliverables when faced with resource shortfalls* | |

# COURAGE

8%

Courage is concerned with ensuring team members feel comfortable raising difficult issues and approach disagreements constructively. The best teams have the right amount (and the right type) of conflict. Too little conflict can be a problem because teams run the risk of groupthink. Polite teams get polite results! Too much conflict, and the team descends into chaos. Teams need to create high levels of trust and psychologically safe environments to allow concerns to be raised, the best ideas to surface, and conflict between team members to be effectively managed. Oftentimes, the root cause of excessive or unhealthy conflict can be traced back to misalignment on one of the other components of the Rocket Model.
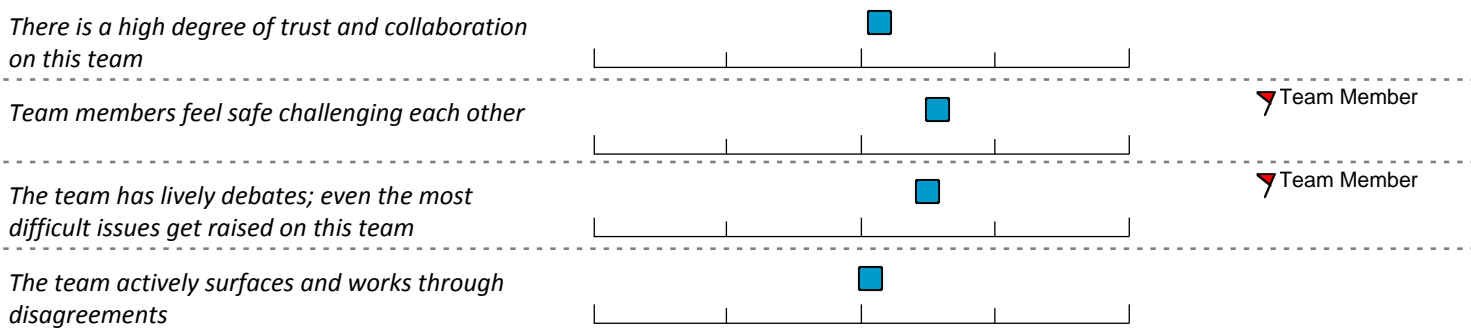
Higher scoring teams disagree openly, but the disagreements are constructive, not personal. Conflict focuses on the goals to be achieved, the strategies to be employed, the actions to be taken, the processes to be used, and roles to be played.

Lower scoring teams may experience too little or too much conflict, or the conflict may become personal. Team members do not trust each other, may think people have hidden agendas, might believe certain people do not belong on the team, or can fundamentally disagree about the team's customers, purpose, goals, or strategies for winning.

INTERPRETATION

This team's score on Courage suggests:

- Compared to other teams, there is less trust on this team.
- There may not be a psychologically safe environment for team members to challenge each other.
- On the surface things may appear fine, but beneath the surface team members may harbor hard feelings about each other.
- The team does not deal with conflict as effectively as other teams.

| | | | | | |
|---|---|---|---|---|---|
| *There is a high degree of trust and collaboration on this team* | | | ■ | | |
| *Team members feel safe challenging each other* | | | | ■ | ▼Team Member |
| *The team has lively debates; even the most difficult issues get raised on this team* | | | | ■ | ▼Team Member |
| *The team actively surfaces and works through disagreements* | | | ■ | | |

# RESULTS

2%

Teams are created to achieve certain outcomes, and the Results component of the Rocket Model indicates whether teams accomplish their intended goals. Does the team take winning seriously, achieve all its goals despite adversities, exceed stakeholders' expectations, learn from its successes and failures, and improve its capacity to deliver over time? Whereas Mission defines what the team needs to do to win, Results define whether or not the team is actually winning.
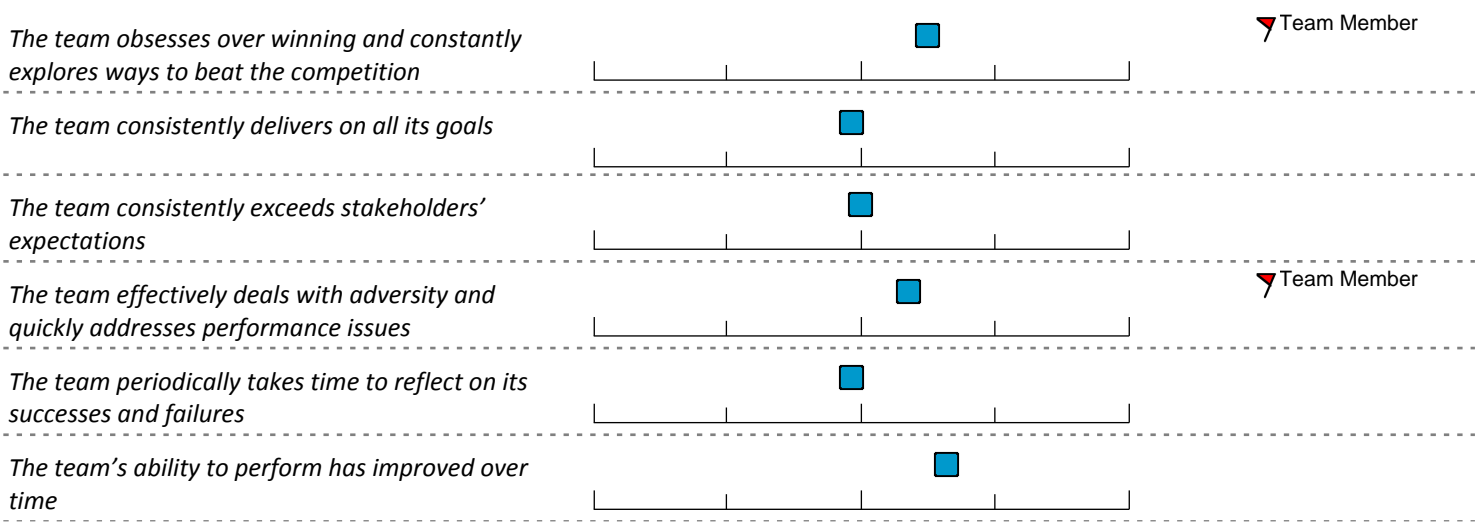
Higher scoring teams take winning seriously, devise strategies to overcome adversities, and achieve all their goals. Not only do these teams meet or exceed sponsor and customer expectations, they are able to learn from their experiences so that they can be even more successful in the future.

Lower scoring teams pay little attention to their goals, achieve results that fall short of expectations, and may be more concerned with not losing rather than winning. These teams have difficulties dealing with adversity and often keep making the same mistakes while hoping for different results.

INTERPRETATION

This team's score on Results suggests:

- The team seems to have more difficulty dealing with adversity than other teams.
- The team's strategies for winning may not be as effective as other teams.
- The team may not be as concerned about performance as other teams.
- The team is not achieving all its goals.
- Stakeholders may be less satisfied with the output of this team than they are with that of other teams.
- The team does not learn from experience as well as other teams.

*The team obsesses over winning and constantly explores ways to beat the competition*

▼Team Member

*The team consistently delivers on all its goals*

*The team consistently exceeds stakeholders' expectations*

*The team effectively deals with adversity and quickly addresses performance issues*

▼Team Member

*The team periodically takes time to reflect on its successes and failures*

*The team's ability to perform has improved over time*

# WRITTEN COMMENTS

The following section provides comments from individuals.

Legend:

■ Team Member

# Written Comments

*If you have any words of encouragement for the team, anything you think the team is doing particularly well and should KEEP doing, please provide your comments below.*

■ A rare and elevated level of respect, kindness and fun.

■ I am proud of the aspects of our team that has us using data to drive decisions, and track and measure performance, and objectively evaluate wither or not we are doing a better job, day over day, week over week, month over month, and year over year. I'd like to see our team continue to focus on the quantitative methods that we already do to drive and guide our work.

I am proud of the fact that our team has driven close to 80% of the company's business performance in the past year (in conjunction with other teams that we work with). That said, i think we can continue to innovate by working more closely with these external teams to have more input, influence.

I am proud that we maintain a high hiring bar for our team, and hire A-grade players (for the most part) to contribute to our mission. We should never compromise on this practice, and keep doing what we're doing here.

■ Group seems mostly very dedicated and skilled - earnest in their desire to succeed.
They work collaboratively and show respect for each other without overt, political games (like many companies).

■ Good collaboration and acknowledgment of others' successes and milestones.

■ We are firefighting all the time. Its very hard to step back and be strategic, or even review progress, when we are so under pressure. Its moral sapping and hard, but each week is like being on a treadmill at 100 miles an hour and the weekends you step off only to return on Mondays.

■ This team when mobilized collectively can solve problems better than most other teams that I have been involved with. There is an incredible amount of passion and intellect is just feels sometimes we are not pulling in the same direction.

■ The team is very capable , has deep knowledge about the space and really cares for the customers.

■ We deliver; all the opportunities to improve represent incremental upside!

*If you have any suggestions to help develop team performance, anything you think the team could START or STOP doing, please provide your comments below.*

- Stop using escalation and back-doors to drive change and deal with things together and head on.  We can solve things more easily together and when we can't we'll understand the trade-offs better.
  Give each other the benefit of the doubt. we are all working hard to make the company great; if you don't think so, spend time to learn what you don't know (you'll have plenty of time to give your feedback in that context).

- I would encourage the team to understand the business more deeply and stop having the victim mentality sometimes.

- We need to put aside the competing at a channel levels and build a collective effort. We need to acknowledge when things are not going well not try and present that they are and be prepared to ask for help. We need to support team members to take risks not pull down what they are trying to achieve.

- The team operates in a silo'd manner with limited accountability to overall goals week-in-week-out. In addition, teams leverage data to showcase when they've done well, but hide behind data when they haven't.  The result is that on any given week, you leave with the impression that things are going well, but overall the business is suffering.

- More informative team meetings, presentations, brain storming, get the team working as a team rather than individuals who's goals add up to team goals.

- Unfortunately we don't seem to make the progress that we would hope for.  This is very common with tech firms trying to solve big issues very quickly with limited tools available.
  We tend to search for the silver bullet that will solve all the problems (preferably a simple fix that we can control) while we ignore some of the larger issues that relate to our relationship with consumers and merchants.  We are fixated on the short term (thanks to quarterly earnings demands) and suffer the consequences in the long term.

- I think the team may be a tad top-heavy in terms of it's senior level management, while other groups are under-resourced with skilled workers. We should consider load balancing to ensure that other teams within Marketing have the necessary resourcing to function effectively, and well to hit their goals.

  I think we could consolidate on some of the technology platform needs that teams may have within Marketing , and segment other areas to be verticalized (in the form of  'vertical apps') by the groups that use them the most.

- Transparently address fundamental issues such as data engineering and platforms, over-reaction to non-significant changes in business, and rallying behind an explicitly set aspirational vision (e.g. Save Main Street.).

- We are collectively quick to comment / offer advise; but, at times, slow to jump in and help drive actions and/or offer resources to partner to move faster.
  Would be great to have a functional strategic roadmap for initiatives and programs that can be reviewed at Staff or otherwise... 30k foot view from WBR..  I.e.  What are the most important items this month / this quarter for each team and how will each one contribute to accomplishing overall WIGs.  Where are there blockers and/or dependancies that we need to discuss / horse-trade as a team?

# GROUP VS TEAM WORKSTYLE

Although we use the terms groups and teams interchangeably, they represent two distinct ways of organizing people to get work done. Despite being called teams, Alpine ski teams, track teams, and many sales teams are more like groups than teams. Members typically have well-defined individual goals, what one person does has little, if any, impact on the others in the group, and rewards are primarily based on individual, rather than collective, achievements. Soccer teams, basketball teams, and surgical teams are more like teams. Members typically work towards common goals (e.g. winning the game or saving a patient), what one person does greatly affects the others on the team, and rewards are based on collective, rather than individual, achievements.

Teams are not necessarily better than groups and vice-versa. The optimal way of organizing depends on the nature of the goals to be achieved and the work to be performed. Pure groups and pure teams are the two extremes of a continuum, and most collections of people fall somewhere along this continuum. Your team's scores are depicted below.



*APPROACH TO GOALS*

*WORK INTERDEPENDENCY*

*FATE*

▽ Team Member

GROUP            TEAM
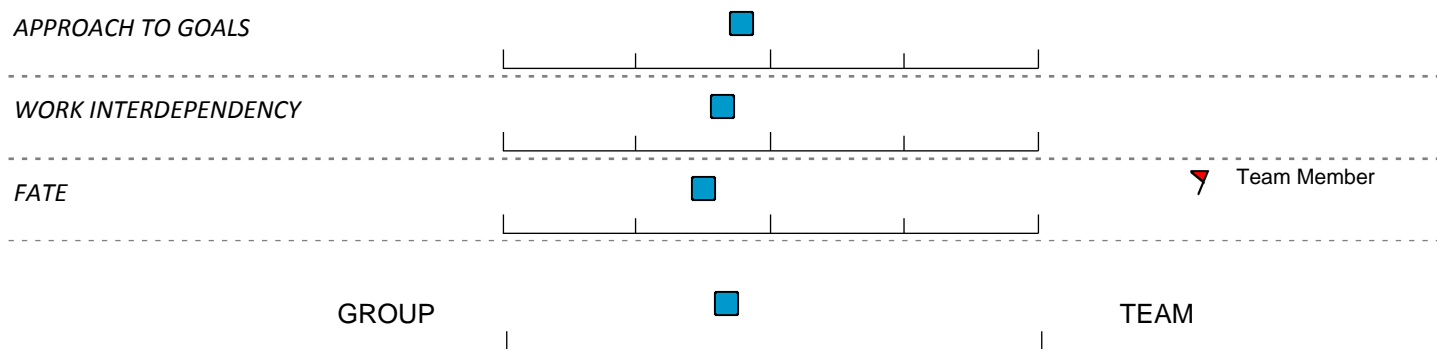
APPROACH TO GOALS

1. People have individual goals. Any common goals are simply a summation of everyone's individual goals.
2. Mostly people have individual goals.
3. People have a mix of individual and overarching or common team goals.
4. Mostly people have common goals, but there are a few individual goals.
5. There are no individual goals, only common goals.

WORK INTERDEPENDENCY

1. People work independently, and one person's actions have little effect on others on this team.
2. People mostly work independently, but there are a few areas where they work collaboratively.
3. There is an equal mix of activities where people work together versus independently.
4. People mostly work interdependently, but there are a few areas where they work independently.
5. People work interdependently, and what any person does greatly impacts others on this team.

FATE

1. People are rewarded solely on their own results and there are no rewards for team performance.
2. People are primarily rewarded for their own results, but there are some rewards based on team performance.
3. People are equally rewarded for both their individual and the team's overall results.
4. People are primarily rewarded for the team's results, but there are some rewards based on individual performance.
5. People on this team win or lose together; there are no rewards for individual accomplishments.

# Team Assessment Survey

# RATERS

1 Team Member
2 Team Member
3 Team Member
4 Team Member
5 Team Member
6 Team Member
7 Team Member
8 Team Member
9 Team Member
10 Team Member
11 Team Member
12 Team Member
13 Team Member
14 Team Member

**Team Assessment Survey**

# RECORD FINDINGS

**AREAS OF STRENGTH**

**AREAS FOR IMPROVEMENT**

**SURPRISES**

# ADDITIONAL RESOURCES

Helpful resources for teams can be found at the website: www.TheRocketModel.com. Some of these resources include white papers describing what organizations can do to foster teamwork, how to improve top leadership team performance, and some of the issues pertaining to groups vs. teams and virtual teams. The website also describes additional products, consulting services, and workshops for improving team effectiveness.

In addition, The Rocket Model: Practical Advice for Building High Performing Teams (Curphy & Hogan, 2012) provides an in-depth description of the model and each of the eight components. It also describes how to use the model to launch new teams, conduct team feedback sessions, and design and facilitate team off-sites. Detailed descriptions of field tested activities designed to improve team dynamics and performance are also provided. A guide to the book chapters and exercises can be found below:

| If the Team has a Low Score in: | Book Chapter | Exercise | Page Numbers |
|---|---|---|---|
| Context | 3 | Context Assessment Exercise | 36-39 |
| Mission | 4 | Team Scorecards | 51-54 |
| Talent | 5 | Roles & Responsibilities Matrix<br>Followership | 68-71<br>72-74 |
| Norms | 6 | Operating Rhythm<br>Communication<br>Decision-Making<br>Accountability | 83-87<br>88-90<br>91-93<br>94-96 |
| Buy-In | 7 | Journey Lines<br>Vision Statements | 105-108<br>109-112 |
| Resources | 8 | Resource Analysis<br>Stakeholder Analysis | 119-122<br>123-127 |
| Courage | 9 | After Action Reviews | 145-148 |
| Results | 10 | Force Field Analysis<br>Team Action Plans | 154-156<br>157-161 |