

Team Performance Review | Fact Sheet

PURPOSE	DESIGN	DELIVERY	TIME
To enable teams as a whole and all individual members to improve their performance by reviewing how effectively they operate as a team, and to give feedback to each team member as to the roles they play and the contributions they make to the team	The Review has three components: 1) The first section assesses key aspects of team effectiveness 2) The team assesses the extent to which its members play roles required for a well-functioning team (using nine key team roles) 3) Individual team members are assessed against 18 enabling behaviours, and through open ended questions	Automated online administration of questionnaire and clients can print PDF reports at any location world-wide	30 minutes to complete, depending on the number of team members, plus an optional two-hour facilitated team discussion of the results

*This off-the-shelf Thornhill team performance review, designed for use with **work teams**, is the quickest way to get effective feedback for teams in your organisation. It provides team members with feedback as to how their peers experience working with them and creates the basis for a constructive conversation about how the team and its individual members might improve their functioning. Thornhill recommends that the assessment is followed by a facilitated team discussion which generates agreed and specific actions to be undertaken by the team and each individual to improve their performance.*

A. ELEMENTS OF TEAM FUNCTIONING

The assessment is based on the premise that it is necessary to examine three distinct areas: *how the **team functions**, whether **all team roles** are adequately filled, and what **behaviours** are or aren't displayed by the team. It lays the basis for a team discussion about how **each individual's behaviour** impacts on the other members of the team in the facilitated feedback session that should follow the assessment and possible follow-on coaching sessions.* Virtual teams, where members seldom meet, require some slightly different behaviours and measures of effectiveness. Thornhill has a modified team performance review available for virtual teams.

i) Team Effectiveness

Team members are invited to rate the effectiveness of the team on a 7-point scale against key aspects, such as *having clear goals, making decisions, getting things done, feedback, communication, and problem solving, as well as external support.*

ii) Team Roles

This part of the assessment assumes that well-functioning teams depend on there being enough (but not too many) team members playing certain key roles. Thornhill has identified nine such roles including: *The Manager, the Driver, the Doer, the Checker, and the Listener.* The questionnaire asks each respondent to describe which team member(s) play which roles in helping the team to achieve its objectives. The report shows a graphic picture of how the team has assessed the roles played by each member, and highlights where there is an abundance, and where there is a deficit, both of which require attention if the team is to achieve the right balance.

iii) Enabling Behaviours

Thornhill has identified 18 individual behaviours that facilitate team performance. These include: *Co-ordinating discussion, stimulating creativity, bringing expertise, keeping on topic, and producing work on time and up to standard.*

Team Development Plan

A Team Development Plan template is provided. This includes recommended prompt questions for the team to consider when discussing the contents of the report and how it may wish to use this feedback in its functioning and development going forward.

B. INDIVIDUAL FUNCTIONING IN THE TEAM

The team anonymously but constructively assesses aspects of the contribution of each individual to the team.

i) Individual Strengths and Behaviours that Require Improvement

Each participant is asked to write down a few key things they appreciate about each team member's contribution, and one or more areas where they feel there is scope for improvement. This is managed through open ended comment boxes, with a strong emphasis on the need for constructive feedback.

ii) Enabling Behaviours and Team Roles

Using the same content as the team process, there is an opportunity to provide feedback to each individual on their enabling behaviours and the roles that they fill in the team.

iii) Development Areas

A full assessment of the roles that individuals play in a team must include identifying where they overplay their strengths or engage in unhelpful behaviour. Thornhill's nine development areas include *offloading work onto others, being inflexible, losing interest, or being reluctant to let things go*. Each team member is asked to click on the name of the team members most likely to exhibit each of the behaviours described. No-one is rated as good or bad, simply as more or less likely to display a particular behaviour.

Personal Development Plan

On conclusion of the feedback process, the individual-specific report is provided to the individual only and not to the full team. A Personal Development Plan template is included, with recommended prompt questions for the individual to consider how s/he may wish to use this feedback, both for her/his functioning in the team as well as for continued professional and personal development going forward.

THE PROCESS

First each team member completes the questionnaire in which they give anonymous feedback on team performance and each individual's roles and contributions. Once all questionnaires have been completed, a report is generated which contains a shared section covering the team's performance as a whole and a private section describing how team members viewed that individual's role and contribution.

Second it is recommended that the team meets for two hours with a facilitator to review the reports and commit to a plan for improving both team and individual performances. In this feedback session the team discusses their performance and, where authorised, each member's profile. Connections are highlighted between team function and individuals' roles and how the strengths in the team can be used to enhance performance. The team will also discuss how to fill any gaps in the team roles and how to support individuals to enhance their contributions. By the end of the session, there should be a clear plan to improve the performance of the team and its members.

AREAS OF APPLICATION

- » Allows permanent teams to reflect on and improve their performance
- » A tool for project teams or learning syndicates to assess how they are functioning, and for individual members of those teams to maximise their contribution to future teams.

KEY BENEFITS

- » Off-the-shelf solution with no consulting or development costs
- » Developed by Thornhill's highly skilled and experienced team of psychologists, consultants, coaches, and management experts
- » Combines both a review of team effectiveness and individual feedback on roles and contributing behaviours, elements otherwise needing at least two if not three separate questionnaires
- » Anonymous feedback combined with a constructive facilitated group discussion
- » Entirely online which is quick and convenient, and cost effective which saves both money *and* your time
- » Results in a clear report and plan for improving the performance of the team as a whole and its members.

ADDITIONAL OPTIONS

Materials can be branded with your corporate identity.

Thornhill offers a shortened version of this team review, the Team Effectiveness Survey, which only provides feedback on the team as a whole, so it is a quicker and more cost-effective option.

We also offer a 180° questionnaire and a selection of tested off-the-shelf 360° leadership questionnaires for different management levels, from entry level management through to general managers at executive level.