

Campbell-Hallam™ Team Development Survey (TDS™)

CONFIDENTIAL RESULTS FOR

TEAM MEMBER

Team Sample

Completed February 2, 2017



Date Scored: June 13, 2017
Version E
Team Code:



By David P. Campbell, PhD, and Glenn Hallam, PhD
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Colorado Springs, Colorado 80906

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TDS Narrative Summary for TEAM MEMBER (February 2, 2015)

General Summary

Your Overall Index is low, indicating that you are critical of your team and see room for improvement. Your scores range from very low to very high.

Your Scores Compared to Your Team's Scores

Overall, your scores are about the same as those of your team, whose Overall Index is low. The largest differences are in the areas of Innovation, where you score lower, and Empowerment, where you score lower than your team.

You may wish to talk with your teammates to find out why you tended to disagree with the team in these areas.

Team Strengths (From Your Perspective)

Some of your scores are above average, and your highest scores are in the areas of Information (62), Mission Clarity (62), and Time and Staffing (61).

You like some things about your team, including the following:

- *team members are skilled and competent*
- *your team has a clear overall team purpose*
- *your team has enough money and other material resources to do its work*
- *your team works hard*
- *the team leader has a clear vision of where the team is going*

Perhaps most important, you say that you like being part of your team and that your team is meeting its objectives. These strengths are worth celebrating.

Areas for Improvement (From Your Perspective)

More than half of your scores are below average, and your lowest scores are in the areas of Innovation (22), Empowerment (22), and Feedback (25).

You report many specific problems, including the following

- *you are never sure how well you are performing on the team*
- *team members often do not know who is responsible for important tasks*
- *the team leader often says things that discourage members from performing well*
- *your team hesitates to try something new, even if the change would be a clear improvement*
- *the team rarely stops to consider how the members can work better as a team*

Based on these reported problems, here are some actions that you might consider taking to improve:

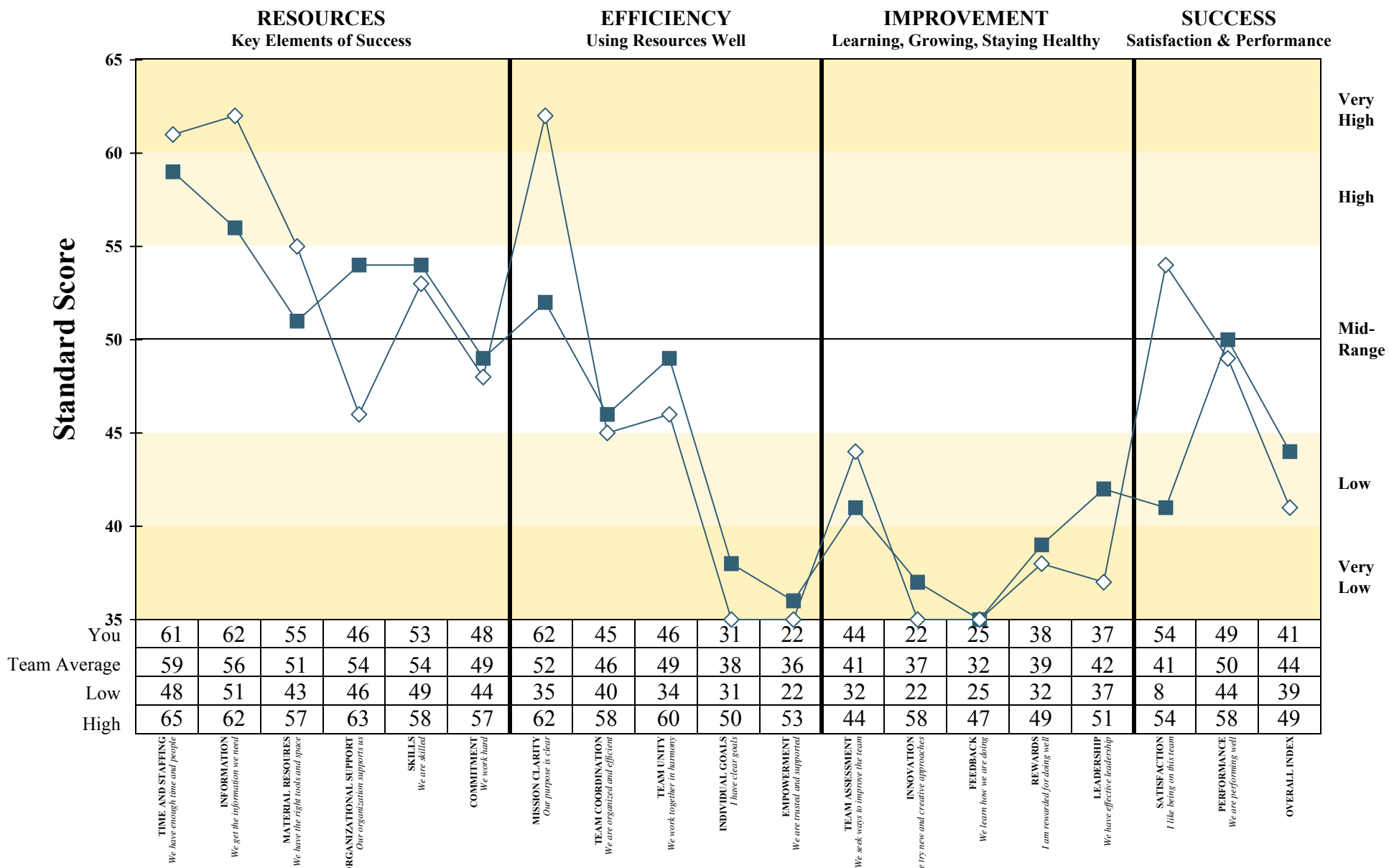
- *ask your teammates to give you more feedback on how you are doing (and be specific about what kind of feedback you want)*
- *to avoid confusion, propose that the team assign one person key responsibility for each major team task*
- *express your appreciation when the leader does say something encouraging; give the leader feedback on the impact of his or her behavior*
- *strive for minor innovations at first, then work up to more significant changes; reward your team members when they do something creative*
- *propose that the team use this survey annually to set team development goals and evaluate the team's progress*

See the next page for help in reading this profile.

CAMPBELL-HALLAM TEAM DEVELOPMENT SURVEY

TEAM MEMBER and Team: Team Sample (February 2, 2017; 7 respondents)

—◇— TEAM MEMBER —■— Team Average



Team Code:

Survey Version: ET1.1193

Responses:	SA	A	sa	sd	D	SD
Percent:	10	18	19	21	22	10
						Valid

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100%	Completion	Valid
92%	Consistency	Valid

Use this page when you need answers to specific questions about your profile.

10. Administrative information is printed at the top of the page. The date may be worth noting if you think memorable events influenced your responses.

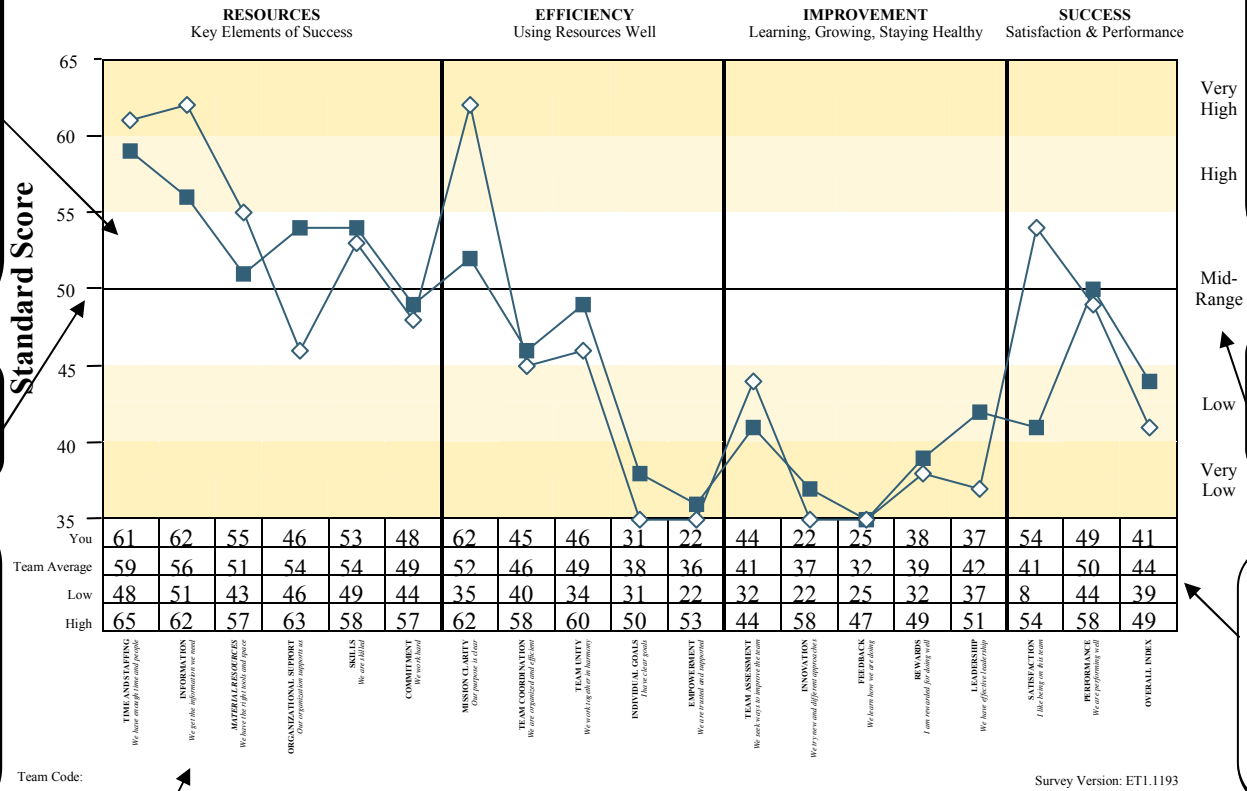
1. Your scores are reported as the line connecting the triangles; the average scores for your team are reported as the line connecting the squares. Peaks represent areas in which you or the team feels relatively satisfied; valleys represent areas in which you or the team sees a need to improve.

2. A score of 50 represents the typical team that has taken this survey.

3. The scores used to generate the graph appear here in the top two rows. The scores in the bottom two rows represent the lowest and highest scores obtained by individuals on this team. A wide range of scores is common.

4. The survey includes 19 scales measuring different aspects of your team. These areas were selected because research has suggested that they are important for overall team effectiveness.

CAMPBELL-HALLAM TEAM DEVELOPMENT SURVEY RESULTS
 TEAM MEMBER and Team: Team Sample (February 2, 2006; 7 respondents)
 ◆ TEAM MEMBER ■ Team Average



9. There are four groups of scales on the survey: RESOURCES (key elements of success), EFFICIENCY (using resources well), IMPROVEMENT (learning, growing, staying healthy), and SUCCESS (satisfaction and performance).

8. The labels "Mid-Range," "High," etc. are used to indicate the level of scores.

7. The OVERALL INDEX is based on responses to the entire survey. If scores are consistently high, the OVERALL INDEX may be even higher, or vice versa for low scores.

6. This box shows two indications of the accuracy of your scores on the survey. Completion is the percent of the items that you completed; Consistency represents the percentage of the time that you made similar responses to similar items.

Responses: SA A sa d D SD
 Percent: 10 18 19 21 22 10 Valid

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100% Completion
 92% Consistency
 Valid Valid

Survey Version: ET1.1193

TDS Results for TEAM MEMBER and Team: Team Sample (February 2, 2017)

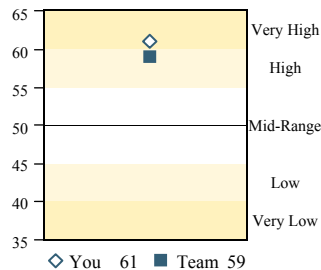
The rest of this report gives a more detailed summary of how you and your team responded to the survey. The graphs at the left show how you and the team scored on each scale. These graphs are slices of the graph shown on the previous page.

Next, the items in each scale are listed. Your responses to these items were combined to form the scale scores. *Statements in italics were negatively weighted in the scoring.* The observer items are also reported here, but were *not included* in the scoring of scales.

“Ways to help” are listed at the bottom of each scale. The same ideas appear no matter how high or low you score. You and your team are unique, so some of these ideas will be more relevant to your team than others.

These numbers reflect how many people (including you) chose each response; your responses are indicated by asterisks. The far right column shows the percentage of people who responded in a favorable way, which means agreeing or strongly agreeing with a positive statement or, disagreeing or strongly disagreeing with a negative (*italicized*) statement.

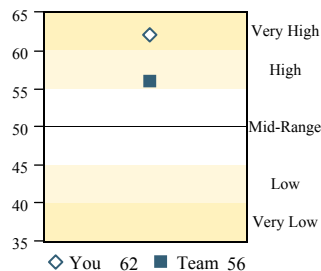
Time and Staffing



	STRONGLY DISAGREE	Disagree	slightly disagree	slightly agree	Agree	STRONGLY AGREE	Percent Favorable
26. We have enough time and people to perform well.	0	*2	2	2	1	0	14
10. <i>I am burdened by other responsibilities that reduce my ability to contribute to this team.</i>	*3	2	1	1	0	0	71
41. <i>We are overwhelmed with things to do.</i>	1	*2	2	1	1	0	43
63. <i>We need to focus on fewer activities.</i>	1	*3	3	0	0	0	57
Observer Item 6. They have enough time to do their work.....	0	0	0	1	2	0	67

Ways to Help: Identify low-priority tasks that the team could postpone or eliminate. Manage your time better (e.g., by making lists and prioritizing what you have to do). Avoid rushed times by planning realistically. Write a job description for selecting a new team member.

Information

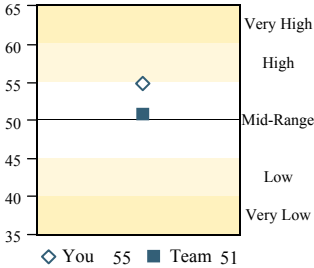


	STRONGLY DISAGREE	Disagree	slightly disagree	slightly agree	Agree	STRONGLY AGREE	Percent Favorable
19. We usually have access to the information we need.	0	0	0	*3	3	1	57
37. <i>We need a better way to get news or plans from people outside the team.</i>	0	0	*2	3	2	0	0
50. <i>We often receive critical information too late.</i>	1	*3	2	0	0	1	57
62. <i>I often find it difficult to get answers to important questions about my work.</i>	*3	2	2	0	0	0	71
Observer Item 8. They get the information they need to do their work.	0	0	0	1	3	0	75

Ways to Help: Identify specific individuals from whom you need important information. Tell these people what you need to know, when you need to know it, and why the information is important to you. Reserve a time in each meeting to share what you know.

TDS Results for TEAM MEMBER and Team: Team Sample (February 2, 2017)

Material Resources

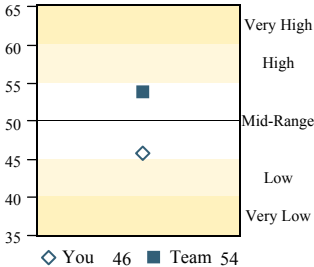


The chart shows performance levels for 'You' (diamond) and 'Team 51' (square) across five categories: Very High (60-65), High (55-60), Mid-Range (50-55), Low (45-50), and Very Low (40-45). 'You' scores 55 (High) and 'Team 51' scores 51 (Mid-Range).

	STRONGLY DISAGREE	Disagree	slightly disagree	slightly agree	Agree	STRONGLY AGREE	Percent Favorable
44. We have enough money and other material resources to do our work.....	0	0	0	3	*2	2	57
66. We have easy access to the equipment we need.....	0	0	0	2	*4	1	71
27. We need a better space where our team can meet or work.....	0	2	*2	1	2	0	29
34. I would be more effective if I had a certain tool, resource, or piece of equipment.....	0	0	*3	3	1	0	0
71. I work under unpleasant conditions, such as crowding, dirt, noise, or poor lighting.....	3	*3	1	0	0	0	86
Observer Item 5. They have enough money, equipment, and other material resources.....	0	0	0	1	1	2	75

Ways to Help: Identify one obtainable resource that would help you or your team be more productive. Explain why you think it is important. Set a goal for obtaining it.

Organizational Support

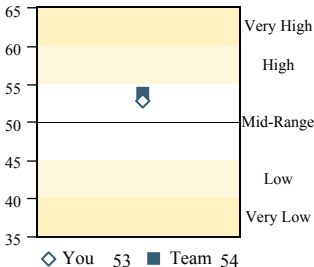


The chart shows performance levels for 'You' (diamond) and 'Team 54' (square) across five categories: Very High (60-65), High (55-60), Mid-Range (50-55), Low (45-50), and Very Low (40-45). 'You' scores 46 (Low) and 'Team 54' scores 54 (High).

	STRONGLY DISAGREE	Disagree	slightly disagree	slightly agree	Agree	STRONGLY AGREE	Percent Favorable
13. Our organization fully supports this team and its mission.....	0	0	0	*2	4	1	71
19. We usually have access to the information we need.....	0	0	0	*3	3	1	57
26. We have enough time and people to perform well.....	0	*2	2	2	1	0	14
44. We have enough money and other material resources to do our work.....	0	0	0	3	*2	2	57
Observer Item 21. Their organization supports the team and its mission.....	0	0	0	1	3	0	75

Ways to Help: Make the case for how your team can benefit the organization overall. Ask the key leaders in the organization for their feedback and support. Address any source of conflict between your team and other groups in your organization. Earn the organization's support by performing well as a team.

Skills



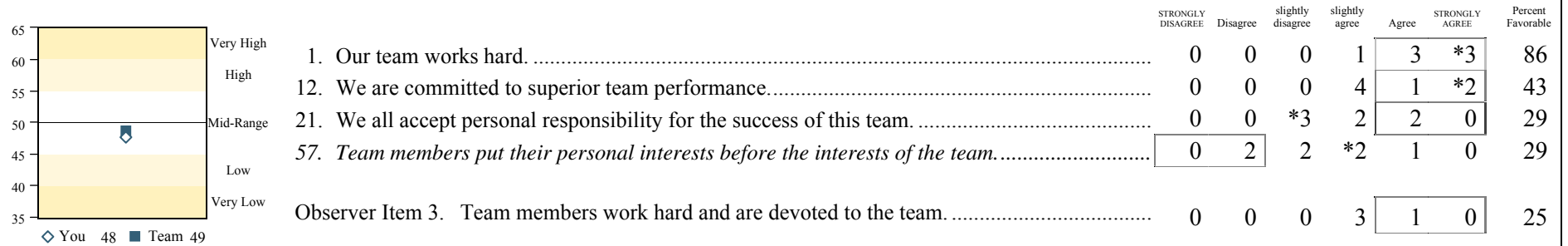
The chart shows performance levels for 'You' (diamond) and 'Team 54' (square) across five categories: Very High (60-65), High (55-60), Mid-Range (50-55), Low (45-50), and Very Low (40-45). 'You' scores 53 (Mid-Range) and 'Team 54' scores 54 (High).

	STRONGLY DISAGREE	Disagree	slightly disagree	slightly agree	Agree	STRONGLY AGREE	Percent Favorable
5. Our team members are skilled and competent.....	0	0	0	1	2	*4	86
25. The team leader is skilled and experienced.....	0	0	0	2	*2	3	71
53. Team members strive to develop skills that can benefit the team.....	0	0	0	*3	3	1	57
56. There are team members who have the skill or knowledge to back me up if necessary.....	0	0	0	*3	4	0	57
64. Team members have been carefully selected to create the right mix of skills.....	0	0	2	*2	3	0	43
39. This team suffers from a lack of training or experience.....	1	*2	3	1	0	0	43
Observer Item 4. Team members are skilled.....	0	0	0	1	2	0	67

Ways to Help: Choose one job-related skill or area of knowledge that you would like to develop. Pursue development opportunities such as training and special assignments. Help your teammates to learn and grow. Look for and make use of their skills.

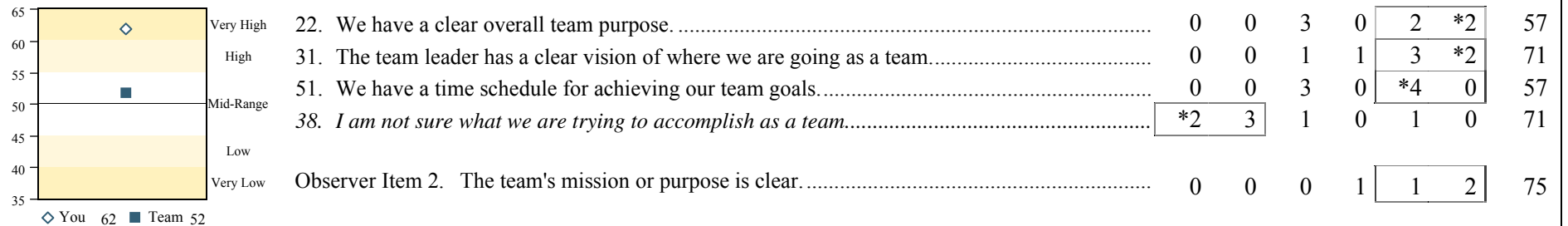
TDS Results for TEAM MEMBER and Team: Team Sample (February 2, 2017)

Commitment



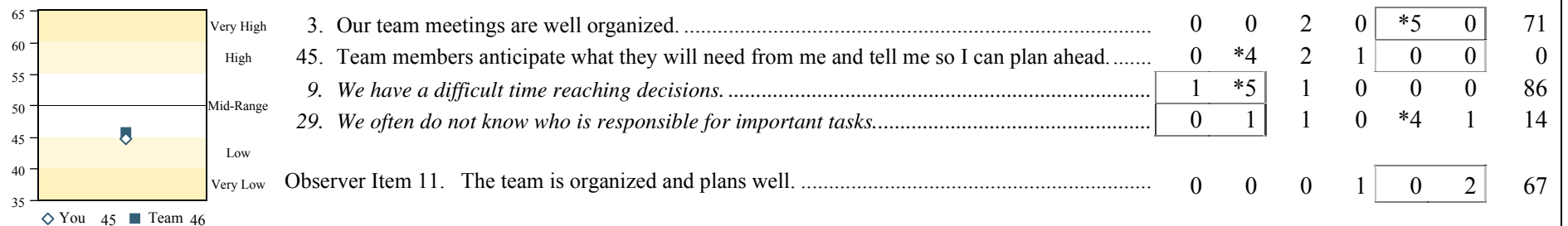
Ways to help: Do things to make working with the team more interesting and meaningful to you and your teammates. Be a better role model to the other team members. Address what distracts people from being committed to the team. Ask yourself about your own level of commitment to the team.

Mission Clarity



Ways to Help: Talk about your team purpose with your teammates or other key people in your organization. As a team, write and post clear, specific, and challenging team goals. Redefine who your customers are. Establish clear standards for the quality of your team's work.

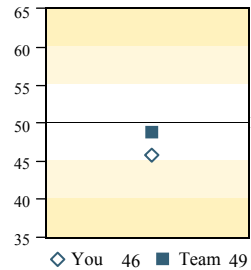
Team Coordination



Ways to Help: Set a goal for regular team planning and organizing (e.g., meet briefly each Monday to discuss the week ahead). Choose a time and place to conduct team long-range planning. Write a clear definition of your own job and share it with others on the team.

TDS Results for TEAM MEMBER and Team: Team Sample (February 2, 2017)

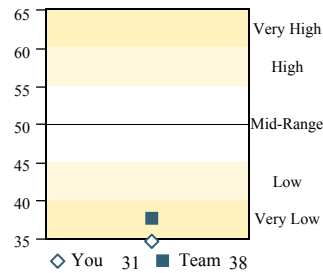
Team Unity



	STRONGLY DISAGREE	Disagree	slightly disagree	slightly agree	Agree	STRONGLY AGREE	Percent Favorable
14. This team often laughs together.....	0	0	0	*3	2	2	57
28. When we disagree, we usually work out our differences in an honest, healthy way.....	0	0	1	*3	3	0	43
46. Team members offer help when I need it.	0	0	1	*3	3	0	43
65. <i>Voicing disagreement on this team is risky.</i>	0	2	*2	2	1	0	29
68. <i>Team members compete with each other rather than cooperate.</i>	1	1	*2	3	0	0	29
Observer Item 12. They work together in harmony.	0	0	0	1	2	0	67

Ways to Help: Be kind and respectful to your teammates. Get to know your teammates in an informal atmosphere away from work. Try to relax and have more fun at work. If necessary, seek the help of a professional group facilitator.

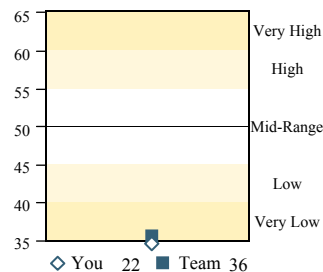
Individual Goals



8. I have challenging goals for my performance on this team.	1	0	*3	2	1	0	14
24. I know what I want to achieve on this team.	0	0	*4	2	1	0	14
15. <i>I often do not know what I am supposed to be doing on this team.</i>	1	2	*4	0	0	0	43
Observer Item 14. The individuals on the team have clear goals for their performance.....	0	0	0	1	3	0	75

Ways to Help: Write down your goals and think about how they fit with the goals of the team. Your goals should be specific, challenging, and meaningful to you. Share these goals with the other team members or the team leader. Review your goals periodically to check your progress.

Empowerment

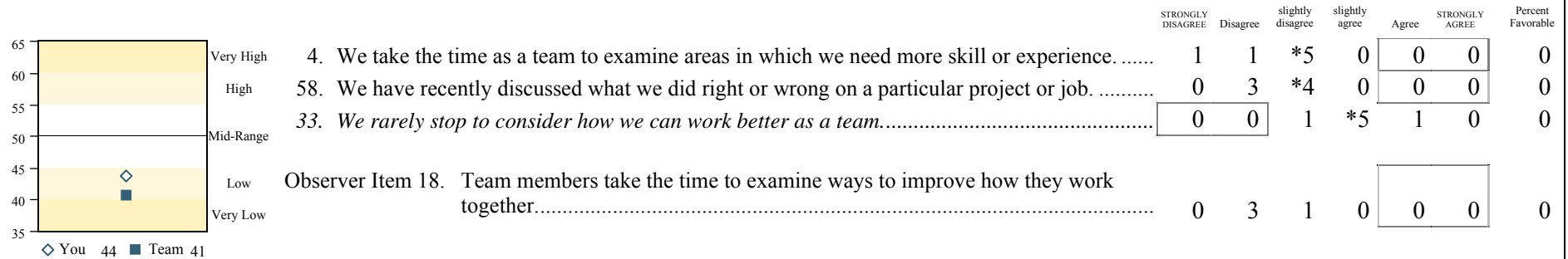


35. The team leader gives members the freedom to make their own decisions.....	1	*2	2	0	2	0	29
59. The team leader encourages members with different opinions to express their ideas.....	1	*3	2	1	0	0	0
69. We have the opportunity to develop new skills.....	1	*2	2	1	1	0	14
42. <i>The team leader often says things that discourage members from performing well.</i>	2	3	0	0	*2	0	71
Observer Item 13. Team members have the authority to make important decisions.	0	0	0	2	1	0	33

Ways to Help: Take steps to earn the trust of the people who can give you more control over your work. Ask the organization or leader for greater authority on a specific project or task.

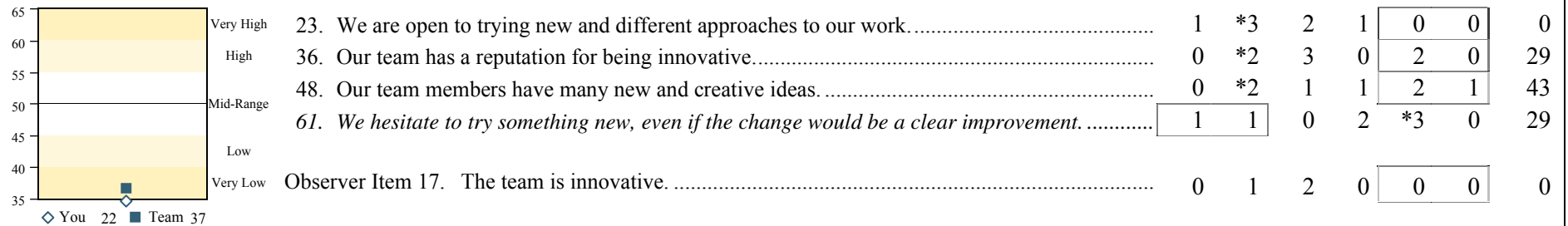
TDS Results for TEAM MEMBER and Team: Team Sample (February 2, 2017)

Team Assessment



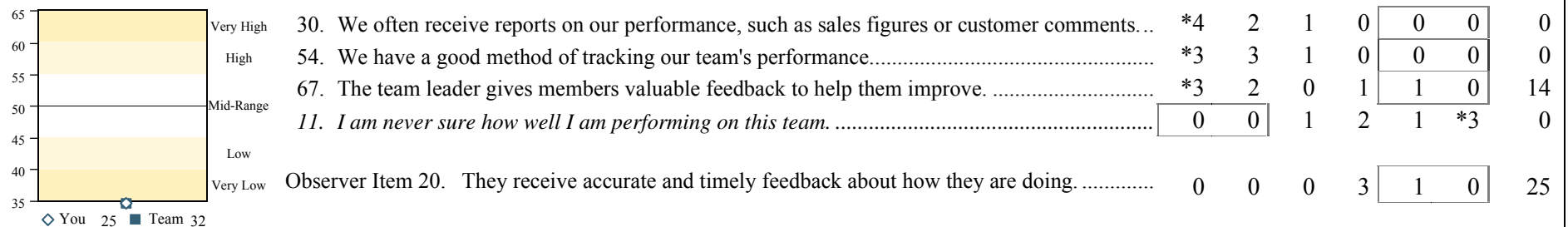
Ways to Help: Set aside a regular time (e.g., after each major deadline) for discussing what the team is doing well and how it can improve. Set action plans for team improvement. Plan to use this survey once or twice a year to stimulate continuous improvement.

Innovation



Ways to Help: Lead by example -- share your ideas and reward others for sharing their ideas. Have team brainstorming sessions (in which team members freely contribute as many ideas as possible without criticism) to generate ideas for improving your product or service. As a team, identify and address barriers to innovation.

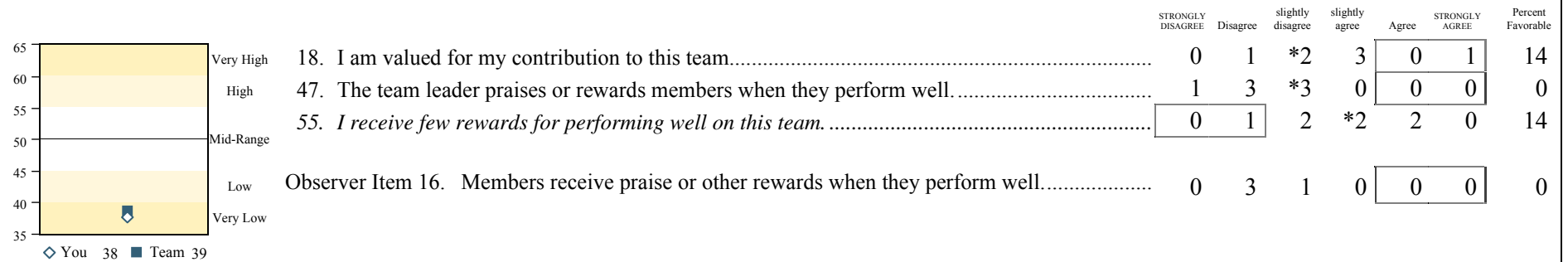
Feedback



Ways to Help: Ask key people (e.g., your customers or teammates) for their honest feedback. Tell them what kinds of things you want feedback on. Accept criticism without always defending yourself. As a team, agree to give constructive feedback to each other as a regular part of working together.

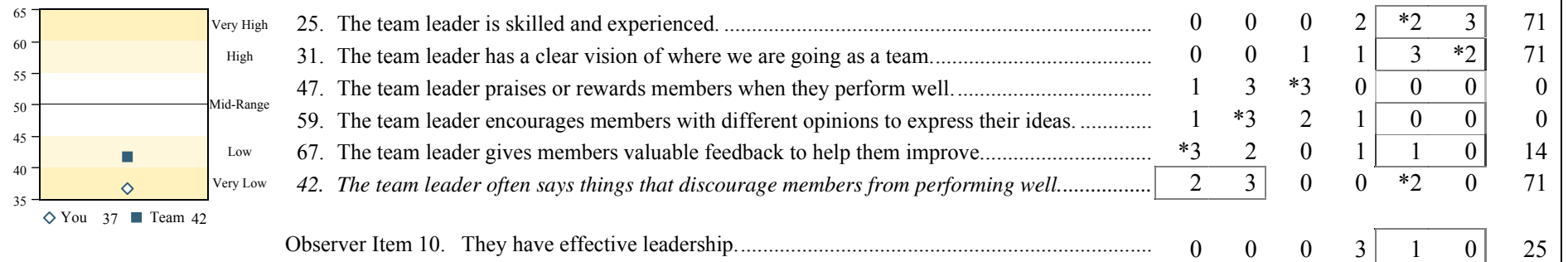
TDS Results for TEAM MEMBER and Team: Team Sample (February 2, 2017)

Rewards



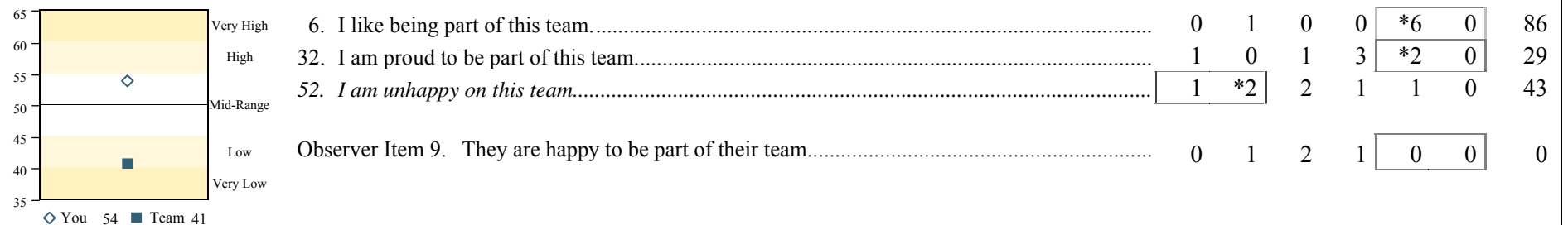
Ways to Help: Set an example by praising your teammates when they perform well. Do a better job of showing your teammates how you contribute to the team. See "Feedback" (above) for other ideas.

Leadership



Ways to Help: Talk to the team leader about how he or she views the job of leader. Help the leader by making contributions in areas where he or she has weaknesses. If you are the leader, seek feedback and development opportunities.

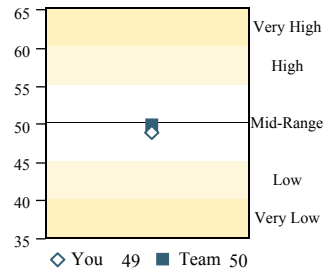
Satisfaction



Ways to Help: Pursue solutions to the other problems indicated by this survey. Look at how you might be responsible for your own dissatisfaction.

TDS Results for TEAM MEMBER and Team: Team Sample (February 2, 2017)

Performance

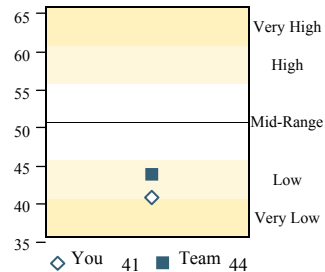


Note: This list of observer items corresponds to the list of member items above.

	STRONGLY DISAGREE	Disagree	slightly disagree	slightly agree	Agree	STRONGLY AGREE	Percent Favorable
2. Reports on our performance are favorable.	0	0	*2	3	2	0	29
17. We are meeting our team objectives.....	0	1	1	2	*2	0	33
40. Our work is high quality.....	0	0	0	*3	3	1	57
60. The people who evaluate our team performance are happy with our results.....	0	0	1	3	*3	0	43
72. So far, our team has been a great success.....	0	0	0	*5	2	0	29
Observer Item 19. Reports on their performance are favorable.....	0	1	3	0	0	0	0
Observer Item 7. They are meeting their team objectives.....	--	--	--	--	--	--	--
Observer Item 1. The team's work is high quality.	0	0	0	1	3	0	75
Observer Item 15. I am happy with the team's results.	0	1	3	0	0	0	0
Observer Item 22. So far, the team has been a great success.....	0	3	1	0	0	0	0

Ways to Help: Set team performance goals and work toward them. Address the other areas measured by this survey. Seek honest feedback about how the team is doing. Make certain others are aware of your successes as a team.

Overall Index



The Overall Index is based on responses to the entire survey.

Other Questions for Discussion

These questions are not scored as part of any scale. Your answers reflect the extent to which your group can be seen as a team, rather than just a collection of individuals

7. My work requires frequent interaction with the other team members.....	0	0	0	1	3	*3
16. We clearly think of ourselves as a team.	0	1	0	2	*4	0
20. I am not sure just who is on this team.....	0	3	*3	0	0	1

These questions are for discussion and research.

70. We need to meet more often as a team.	1	4	0	*2	0	0
43. We rarely follow through on our plans for improving the team.	*2	1	2	1	1	0