



Organization: Example Organization

# Sample Team

Survey completion date: 06 Jul 2019



## Report overview

Middle Circle® for Teams diagnoses the effectiveness of a team. This process provides an opportunity for a team to identify its strengths, and reflect upon potential areas for improvement and development.

This report includes sections covering:

SECTION	PAGE NO
Team members	3
Middle Circle® for Teams team effectiveness model	4
Driver descriptions	5
Team Context	6
Team Development Stage	7
Summary profile	8 - 12
Detailed analysis of profile	13+
Notes	

## Team members

The following people are members of theSample Team

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**MH**

**SPONSOR**

Matt Hills  
Director

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**JS**

**TEAM LEADER**

John Smith  
Sales Manager

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**SM**

Sean Miller  
CEO



**JH**

Jessica Hughes  
CFO



**TF**

Tom Foster  
Marketing Director

**MODEL**

## Team effectiveness model

The Domains of an effective team

Middle Circle® for Teams team effectiveness model is based upon four domains: 'Fundamentals'; 'Individual Behaviour'; 'Team Dynamics', and 'Conditions for Work'.

These domains are defined as:

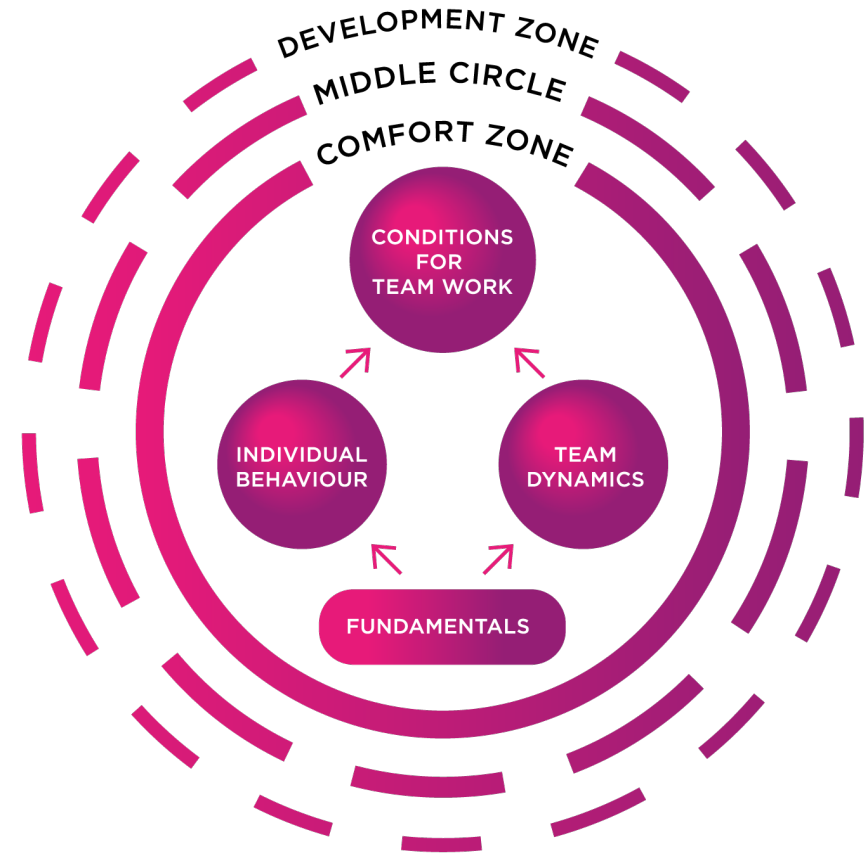
- 'Fundamentals' - this domain describes the critical, 'must have' elements that enable a team to be effective. Without these, a team is unlikely to be effective.
- 'Individual Behaviour' - this domain describes how individual team members behave as they carry out their team roles.
- 'Team Dynamics' - this domain describes how team members behave towards one another.
- 'Conditions for Work' - this domain describes the climate that is created by the team and the conditions that are in place for the team to carry out its work.

## Team system

Teams do not exist, or operate, in isolation from the rest of the organization. They are part of the Organization System and a Wider System (sector and environment) and both influence, and are influenced, by these. Middle Circle® for Teams shows the connections between these overlapping systems.

## Team Development Stage

Teams generally operate up to their current level of capability - and well within their comfort zone. To extend their capabilities - and effectiveness - requires teams to move beyond this into their Development Zone. Middle Circle® for Teams helps teams identify their current and development zone areas of capability.



**MODEL**

## Drivers of team effectiveness

What Middle Circle® For Teams Measures. Each of the four domains is divided into a number of 'Drivers' of team effectiveness. These fourteen Drivers are described below and, together, form a comprehensive and detailed view of a team.

Conditions				<b>Creativity &amp; Innovation</b> An environment of creative challenge that furthers the thinking of new ways of meeting customers needs	<b>Psychological Safety &amp; Trust</b> Trust and safety exist to speak freely, be open, take risks and experiment with new ideas and approaches
Team dynamics			<b>Optimal conflict</b> Conflict is seen as healthy and additive with balanced challenge, support and diverse views. Positive conflict is sought out, not avoided	<b>Decision making</b> Members contribute fully and openly in decision-making, fully understanding issues from multiple perspectives	<b>Learning &amp; Improvement</b> Reviews, reflects and learns from successes, failures and feedback, and experiments with new ideas and approaches
Individual Behaviour		<b>Courage &amp; Challenge</b> Balances challenge and support while remaining independent despite adversity or differing opinions	<b>Adaptability &amp; Agility</b> Ability to understand and mobilize the team to respond to external and internal changes quickly and easily at speed	<b>Self-management</b> Understands self and others and can adapt own behaviour and response, remaining resilient and optimistic, under pressure	<b>Achieves results</b> Motivated to perform strongly. Owns responsibility for delivering results. Maintains speed and pace
Fundamentals	<b>Recognized Leadership</b> The team leader leads the team and is seen as its leader. Sets the tone for its work. Acts as an organizational role model and provides calm leadership	<b>Purpose &amp; Drive</b> The team exists to deliver the organization's strategy and goals	<b>Team glue</b> Members identify strongly with the team and work collaboratively together, drawing on each others' strengths	<b>Role composition</b> Team members operate as a team as well as providing diverse and strong individual contributions. Has the right people in the right jobs to deliver its goals	<b>Insight &amp; Understanding</b> Understands the team's capabilities to deliver services/products and has the information it needs to inform key decisions and risks

## Team Context

Answer:

### Rapidly expanding growth

Teams operate within an organizational context. This context is influenced by shifts in the external and internal environment. These different contexts, shown below, place different expectations on teams and shape the way organizations may expect teams to operate and behave. Consider your team's profile in light of its organizational context.

CONTEXT	DESCRIPTION
<b>Maintaining current status</b>	Is maintaining its current market position and not experiencing any significant changes.
<b>Start up</b>	Is in the process of forming or is newly formed.
<b>Pioneer/Innovation leader in its field</b>	Has a reputation and track record for being a market leader in its sector and a pioneer in what it does and/or the way it goes about this.
<b>Rapidly expanding/Growth</b>	Is in rapid growth in new products/services, market share or geographies.
<b>Dominates the marketplace/monopoly</b>	Is either a sole player in its sector or sufficiently large that it dominates it.
<b>Turnaround</b>	Is recovering from a period of decline and/or under-performance and seeking to change its fortunes or performance rapidly.
<b>Post-merger integration</b>	Has acquired, or been acquired, by another organization and is integrating its operations, processes, people and products/services.
<b>Responding to rapid technology change</b>	Is responding to technological changes proactively or brought about by competitive market forces e.g. digitization.
<b>Changing ownership</b>	Is, changing the structure of ownership and governance of the organization e.g. moving from private ownership to a listed business, or from family ownership to PE-backed.

## Team Development Stage

Answer:

### Sustaining success

Teams develop and change over time and progress through distinct stages. The concept of team development is well documented, and supported, in the academic literature. Each stage has a different goal and the overall aim of team development is to create an organized unit that is capable of working effectively to achieve certain performance levels and specific results/outcomes. Consider your team's profile in light of its stage of team development. Compare your teams profile against others at the same stage of development.

#	STAGE	GOAL	DESCRIPTION
1	<b>Starting up</b>	To create inclusion, loyalty and safety towards the team	The team is recently set up and establishing itself. The team's goals are unlikely to be clear to its members and there may be minimal group structure, organization and procedures.
2	<b>Clashing</b>	To develop a set of goals and working procedures	The team is no longer new and may have been established for some time. Team members are seeking more clarity about goals and roles, which may create tensions and conflict.
3	<b>Unifying</b>	To improve working relationships and team cohesion	The team is likely to have been established for some time and commitment to, and cohesion within, the team is evident. Team member relations are improving although the team is not yet fully effective.
4	<b>Sustaining success</b>	To work effectively as a team and perform strongly	The team has become productive and effective, and is performing highly.
5	<b>Closing down</b>	To sustain performance while preparing to close	The team is working towards closure. It continues to perform but the team knows it will not exist in the future.






**SUMMARY REPORT PAGE**

## Summary Profile

This is a 1-page summary team profile showing Individual Driver Scores on a 0 - 5 scale. The higher the score, the more effective the team is in this Driver.





### Fundamentals

4.0

FACTOR:	SUB-SCORE:
 Purpose & Drive	4.4
 Board Glue	3.9
 Role Composition	4.2
 Insight & Understanding	3.6
 Recognized Leadership	4.1

### Individual Behaviour

4.1

FACTOR:	SUB-SCORE:
 Courage & Challenge	3.9
 Adaptability & Agility	4.4
 Self Management	4.1
 Achieves Results	4.1

### Team Dynamics

4.3

FACTOR:	SUB-SCORE:
 Optimal Conflict	4.6
 Decision Making	4.3
 Learning & Improvement	4.1

### Conditions

4.0

FACTOR:	SUB-SCORE:
 Creativity & Innovation	4.0
 Psychological Safety & Trust	4.0

**Helping drivers are drivers scoring 4 or higher. Hindering drivers are drivers scoring 2 or fewer.**



**SUMMARY REPORT PAGE**

**Summary Profile**

The radar diagram shows how effective your team is as a whole across Fundamentals, Individual behaviour, Team Dynamics and Conditions domains. It compares your team's effectiveness with other teams (Global Benchmark) and how effective your team is at its stage of development (Team Development Stage).

Team Score

**73%**

Comparison Score

**53%**

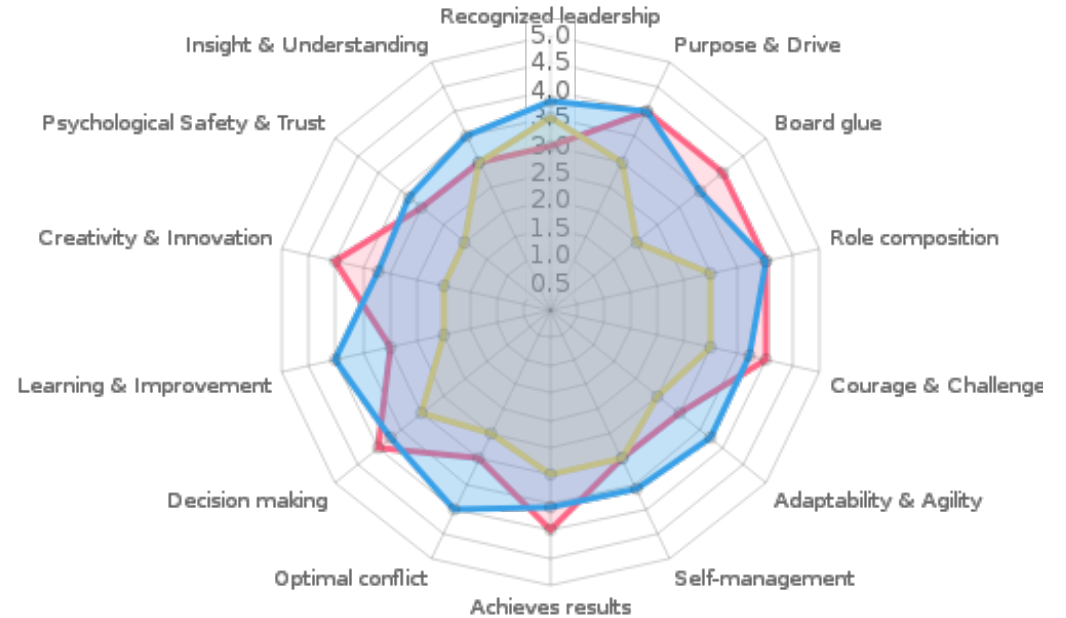
Improvement

**20%**

This Team Score represents the sum of your scores in each of the 14 Drivers as a % of the maximum score available. This score is then compared with other teams that have completed the survey.

<b>Team type:</b>	Board
<b>Development stage:</b>	Sustaining success
<b>Organisation context:</b>	Rapidly expanding/Growth
<b>Team goal:</b>	Greater team effectiveness

■ Team Average   
 ■ Global Benchmark   
 ■ Team Development Stage



SUMMARY REPORT PAGE

Team Performance Rating

Team member ratings    Team Leader rating    Sponsors ratings  
 1.0 Well below expectations    5.0 Outstanding



Performance ratings are separate from and do not alter the overall team effectiveness score or individual Driver scores.

DRIVER REPORT PAGE

14 drivers and question scores



Board glue (Fundamentals)

Members identify the board as their 'first' team and work collaboratively together, drawing on each others' strengths

Score:

3.9

1.0 Strongly disagree | 5.0 Strongly agree

○ Team Leader rating ▲ Sponsors ratings

Q1

Board members work collaboratively to achieve the board's purpose



Q2

Board members play to each other's strengths when working together



Q3

Board members provide collective leadership by integrating individual, functional and board portfolios effectively



Q4

Board members play to each other's strengths when working together



Q5

There are sub-groups on the board



Q6

Board members act as individuals rather than as a united leadership team



Additional comments:

**DRIVER REPORT PAGE**

14 drivers and question scores



## Recognized leadership (Fundamentals)

The Chair leads the board and is seen as its leader. Sets the tone for its work. Acts as an organizational role model and provides calm leadership

Score:

4.1

**1.0** Strongly disagree | **5.0** Strongly agree

○ Team Leader rating ▲ Sponsors ratings

**Q1**

The Chair is recognised and accepted as the board's leader

4.0

5.0

Range: 4 - 4

**Q2**

The Chair is an authentic role model for the future vision and direction of the organization

2.0

4.0

5.0

Range: 5 - 5

**Q3**

The Chair creates the conditions for the board to do its best work

2.0

4.0

Range: 4 - 4

**Q4**

The Chair understands and makes full use of each board member's skills, knowledge and experience

3.0

3.3

4.0

Range: 1 - 5

**Q5**

The Chair lets personal agendas get in the way of the board's and the organisation's needs

2.0

4.0

5.0

Range: 1 - 4

**Q6**

The Chair acts indecisively during uncertainty

1.7

4.0

5.0

Range: 1 - 2

Additional comments:

DRIVER REPORT PAGE

14 drivers and question scores



## Adaptability & Agility (Individual Behaviour)

Ability to understand and mobilize the organization to respond to external and internal changes quickly and easily at speed

Score:

4.4

1.0 Strongly disagree | 5.0 Strongly agree

○ Team Leader rating ▲ Sponsors ratings

Q1

The board is quick to adapt its thinking to unfamiliar, unpredicted, complex and changing situations



Q2

The board's adaptive thinking challenges the status quo



Q3

Board members complete critical work at speed



Q4

The board mobilizes the organization to respond to changes in the market and turn them to its advantage



Q5

The board's speed of thought and action is slower than the pace of external change



Q6

The board is slow to act on decisions it has made



Additional comments:

**DRIVER REPORT PAGE**

14 drivers and question scores



**Optimal conflict (Team dynamics)**

Conflict is seen as healthy and additive with balanced challenge, support and diverse views. Positive conflict is sought out, not avoided

Score:

4.6

**1.0** Strongly disagree | **5.0** Strongly agree

○ Team Leader rating ▲ Sponsors ratings

**Q1**

There is a genuine spirit of healthy tension and positive conflict in the boardroom



**Q2**

Conflict is approached directly rather than avoided or swept under the carpet



**Q3**

Diversity of opinion is valued and welcomed by all members of the board



**Q4**

The board follows a process to manage conflict and resolve differences



**Q5**

Board members blame one another when things go wrong



**Q6**

There is insufficient conflict in the board



Additional comments:

**DRIVER REPORT PAGE**

14 drivers and question scores



**Psychological Safety & Trust (Conditions)**

Trust and safety exist to speak freely, be open, take risks and experiment with new ideas and approaches

Score:

4.0

1.0 Strongly disagree | 5.0 Strongly agree

○ Team Leader rating ▲ Sponsors ratings

**Q1**

Board members encourage and support each other, especially during difficult work



**Q2**

There is a feeling of trust and safety between board members



**Q3**

There are high levels of openness and personal disclosure between board members



**Q4**

The board accepts and upholds its collective responsibility



**Q5**

Board members do not spend sufficient time together to get to know each other personally and professionally



**Q6**

Board members are judgmental of each other



Additional comments:

## Notes

Add your notes here:

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For more information on Middle Circle® for Teams and other leadership consulting tools and services, please contact:  
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