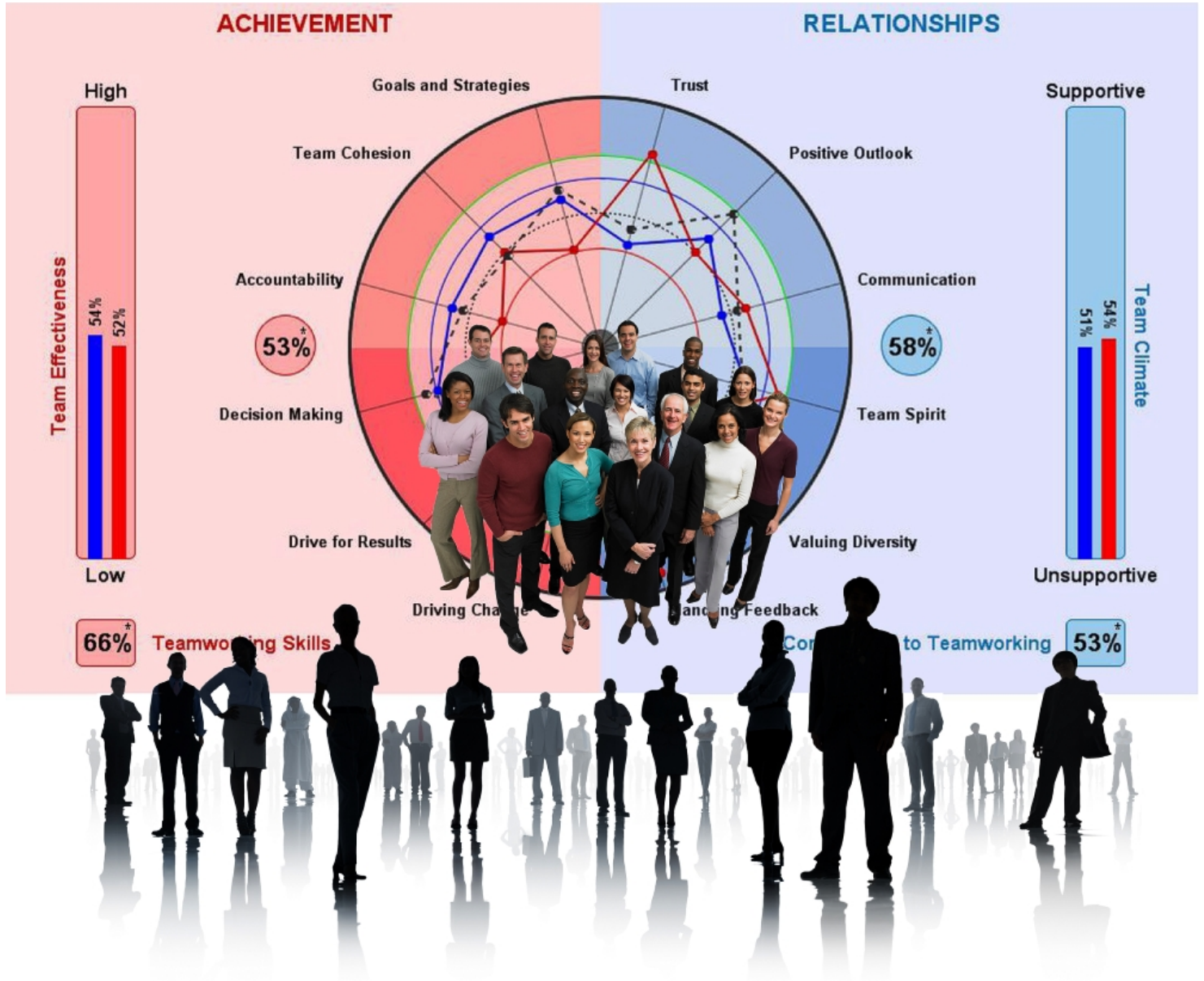


PRISM Team Performance Diagnostic Report



CONFIDENTIAL

This report has been prepared for:
 Team Name: Sample Team Diagnostic
 Company: Sample Co
 Report Date: 07/02/2019

Using brain science to enhance personal and business performance

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PRISM Team Performance Diagnostic Report

Introduction

Thank you for undertaking the *PRISM* Team Performance Diagnostic process: we hope that you will find the results both very informative and rewarding. Having completed the survey, the next step is to consider what to do in terms of providing feedback to the team and how to take the process forward to achieve the desired results. Please remember that an important part of the process is to help the team to take ownership of its own performance improvement.

Effective team performance feedback not only improves team morale, but also motivates them to develop and to do a better overall job. It is important to understand what constitutes effective feedback because it has the power to bring harmony and cohesion to a team, as well as the kind of motivation necessary to achieve high performance. If not handled correctly, feedback can generate anxiety and conflict within a team.

Giving feedback is not about apportioning blame, or about making team members feel good, but about showing them how they can work more effectively and enhance their own job satisfaction by achieving better results. It is important, therefore, to use this report to help the team focus on objective ways in which they can improve their performance.

Here are five basic steps that will help you to ensure that you get the most from this report:

- **Step 1.** Set aside adequate time when you are unlikely to be interrupted and read the report carefully so that you fully understand its contents.
- **Step 2.** Arrange a meeting of all the team members and present the full report to them, highlighting, in particular, the "Summary Scores Chart" (Section 4) and the comments made by all the respondents (Section 9). Initiate a discussion to identify areas of strength that need to be maintained and also those areas that need to be developed if better performance is to be achieved.
- **Step 3.** In particular, prioritise those areas of performance that should be addressed as a matter of urgency, but avoid attempting to improve too many areas at once. It is normally more effective to target one or two areas, an improvement in which would have a significant impact on overall team performance. Obtain team agreement on the areas to be targeted and consider the resultant impact on the team, the organisation, stakeholders etc., if that improvement were to be achieved.
- **Step 4.** Focus on the key target areas identified at Step 3 and get the team to agree and to commit to specific actions to bring about the necessary improvements: what has to be done, by whom and by when. Challenge the team to ensure clarity on the areas that can be improved by the team itself and on those areas where they will need external assistance. Identify potential obstacles to success and also specifically what support will be needed and where that will be obtained.
- **Step 5.** Challenge the team on how they will monitor progress on the relevant targets and how they will know when they have been successful in achieving the agreed improvements. Obtain team commitment to realistic timescales for completion of the agreed actions and set a date for a subsequent Diagnostic survey to measure improvements and to identify further target areas for action. It is most important that you monitor progress to ensure that the agreed actions and timescales are met.

The *PRISM* Team Performance Diagnostic system has been used successfully in a wide variety of organisations throughout the world, but its ultimate success depends on the commitment of its users to bring about the changes highlighted by the system as necessary if high performance is to be achieved.

If you require support or advice on the use of this report, please contact the person who introduced you to the system, or contact us at: info@prismbrainmapping.com. We hope that you will find the system and its report information an invaluable tool for improving team performance.

PRISM Team Performance Diagnostic Systems

PRISM Team Performance Diagnostic Report [Continue]

What it measures

In theory, work teams are created to produce optimum results in support of an organisation's objectives, however research shows that the most effective and successful teams are those that constantly monitor, measure and take steps continuously to enhance their performance. It follows, therefore, that creating a climate of continuous performance improvement begins by identifying the team's current performance and its capacity for achieving performance excellence.

This **PRISM** Team Performance Diagnostic report is designed to provide you with an analysis of your team's current performance and to help you and the team to identify what the team members feel they need to focus on to improve the performance of the team.

For the purposes of this report, **PRISM** adopts the following definition of a 'high performance team':

A high performance team is a relatively small number of people with complementary skills who are equally committed to a common purpose, working approach and objectives for which they hold themselves mutually accountable. In particular, high performance team members are deeply committed to each other's personal growth and success, and they significantly outperform other comparable teams and all reasonable expectations. In the 'Overall Summary Chart' shown at Section 4 in this report, 'high performance' is represented by the outer, bold ring of the circle diagram, indicating scores of 75% or greater.

Key Result Areas

The questions in the Diagnostic application relate to the way in which the team members feel the team as a whole responds to 12 key result areas of performance. Six of the key result areas relate to the *achievement* of team goals or objectives and six to team internal and external *relationships*.

The six *achievement* result areas are:

- **Goals and Strategies:** The extent to which all the team members fully understand and are committed to the team's goals and strategies.
- **Team Cohesion:** The extent to which all the team members experience a sense of unity and shared commitment to the team's role.
- **Accountability:** The extent to which individual team members are clear about and accept their own roles and responsibilities.
- **Decision Making:** The extent to which the team uses effective problem solving processes when dealing with complex issues.
- **Drive for Results:** The extent to which team members are motivated by and achieve demanding targets.
- **Driving Change:** The extent to which team members embrace change and respond to it pro-actively in a positive manner.

The six *relationships* result areas are:

- **Trust:** The extent to which team members demonstrate a high level of trust, openness and reliance on each other.
- **Positive Outlook:** The extent to which team members are forward looking and take a strong, positive, optimistic view of their work.
- **Communication:** The extent to which all members keep each other fully informed about team issues.
- **Team Spirit:** The level of camaraderie and willingness to provide mutual support that exists between all team members.
- **Valuing Diversity:** The extent to which team members value and make use of each other's ideas, skills, background experiences, behavioural strengths and knowledge.
- **Handling Feedback:** The extent to which team members regard constructive conflict and opinion sharing as beneficial to their individual and team performance.

Teamworking Skills

The extent to which the team members possess the skills necessary to build a high performance team.

Commitment to Teamworking

PRISM Team Performance Diagnostic Report [Continue]

The extent to which the team members are committed to working together collaboratively to deliver high performance

Team Effectiveness

Some teams achieve their objectives, but they do so ineffectively in terms of cost, whereas other teams deliver equally good results at considerably less cost. The Diagnostic application measures the extent to which the team makes effective use of its material and human resources to attain its level of achievement.

Team Climate

Some teams achieve their objectives, but the work environment is such that team members feel under valued and unsupported. The Inventory measures the extent to which team members feel supported by the organisation and by other team members.

Team Morale

Measuring team morale is very important because it puts a focus on the team's tasks, and how good the team feels about its abilities to complete them to a high standard. Achieving high morale should be a key goal of any organisation. Team morale is a combination of the **enthusiasm** and **persistence** with which team members engage in the activities of the team. This definition is closely related to team cohesion and team spirit, and includes the willingness to persist in times of difficulty and unhappiness.

Organisational Culture

The Diagnostic application also measures the organisational culture of the organisation within which the team operates. All work teams exist and operate within organisational cultures. The culture, or 'personality', of an organisation is often taken for granted, but every winning culture has a unique 'behavioural DNA' that is based on shared values which embody eight behaviours that are common to high performers. The eight cultural factors are:

- **A desire to succeed:** The organisation's culture is based on the relentless pursuit of business and personal excellence, always pushing to do better and being resilient despite opposition or setbacks.
- **A one team culture:** The organisation's culture is about creating cohesion and trust by helping all individuals to achieve their full potential and by making the most of everyone's talents.
- **Personal ownership:** The organisation's culture is about encouraging everyone to take personal responsibility for and ownership of overall business performance.
- **Passion and energy:** The organisation's culture is about bringing infectious enthusiasm to all work activities and delivering exceptional performance in the areas that really matter.
- **Action orientated:** The organisation's culture is about being self-motivated, creating and maintaining a sense of urgency and knowing where the real value of any activity is.
- **Externally focused:** The organisation's culture is about focusing energies on delighting the customer and beating competitors rather than internal issues and politics.
- **Embracing change:** The organisation's culture is about challenging the status quo, welcoming change and looking for new and better ways of doing things.
- **Inspirational leadership:** The organisation's culture is about providing inspirational leadership that makes others feel motivated, inspired and empowered to perform at their very best.

Team Self Perception

In high performing teams all members tend to have a common view of the team's performance and the amount of support they receive from the organisation and from each other. In less effective teams there tends to be a greater disparity in the views held by members. The Diagnostic application measures the extent of the range of views held by members of these two factors. The greater the disparity, the lower the level of team self-awareness and cohesion

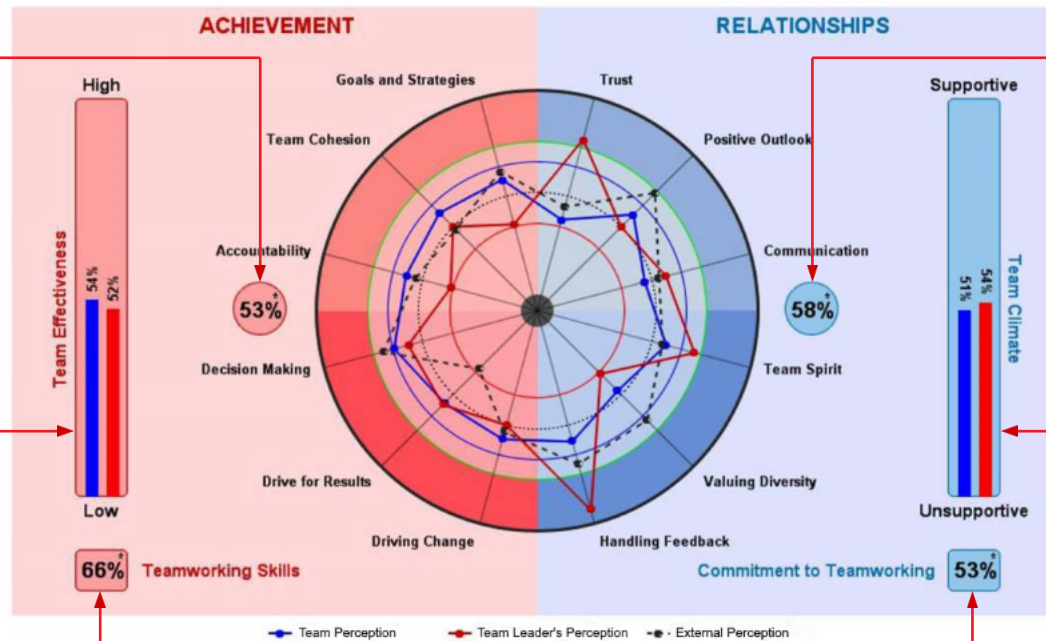
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Team Performance Chart - What the chart tells you

At the core of this Team Performance Diagnostic report is the overall Team Performance Chart which is depicted as a circle, or wheel, and around which 12 key result areas of performance are shown. The chart below is only a sample, your team's actual wheel and results will be shown on the following page. The outer edge of the wheel, shown in more intense colour, represents 'high performance' levels. Ideally, teams should aim to have their scores for all 12 key result areas plotted in this area. The six key result areas to the left of the circle are associated with the achievement of the team's goals, whereas the six key result areas to the right of the circle relate to interpersonal relationships, both within the team and externally. Superimposed on the wheel are 'maps' representing the rating average scores given by each group of respondents to the Team Performance Diagnostic Inventory. There are three groups of respondents: the team leader (shown in red), the team members (shown in blue) and, if appropriate, respondents who are not team members (shown as a dotted black line), but who are very familiar with the team and the services provided by its members.

This shows the average of the rating scores given by the team members only indicating to what extent they perceive they have achieved performance excellence in the 6 'achievement' key result areas.

This shows the rating scores given by the team members [blue] and the team leader(s) [red] indicating how effectively the team perceive they have attained their overall level of performance. In other words, did they achieve their performance effectively or ineffectively. This sample shows 54% for the team members perception and 52% for the team leader(s) perception.

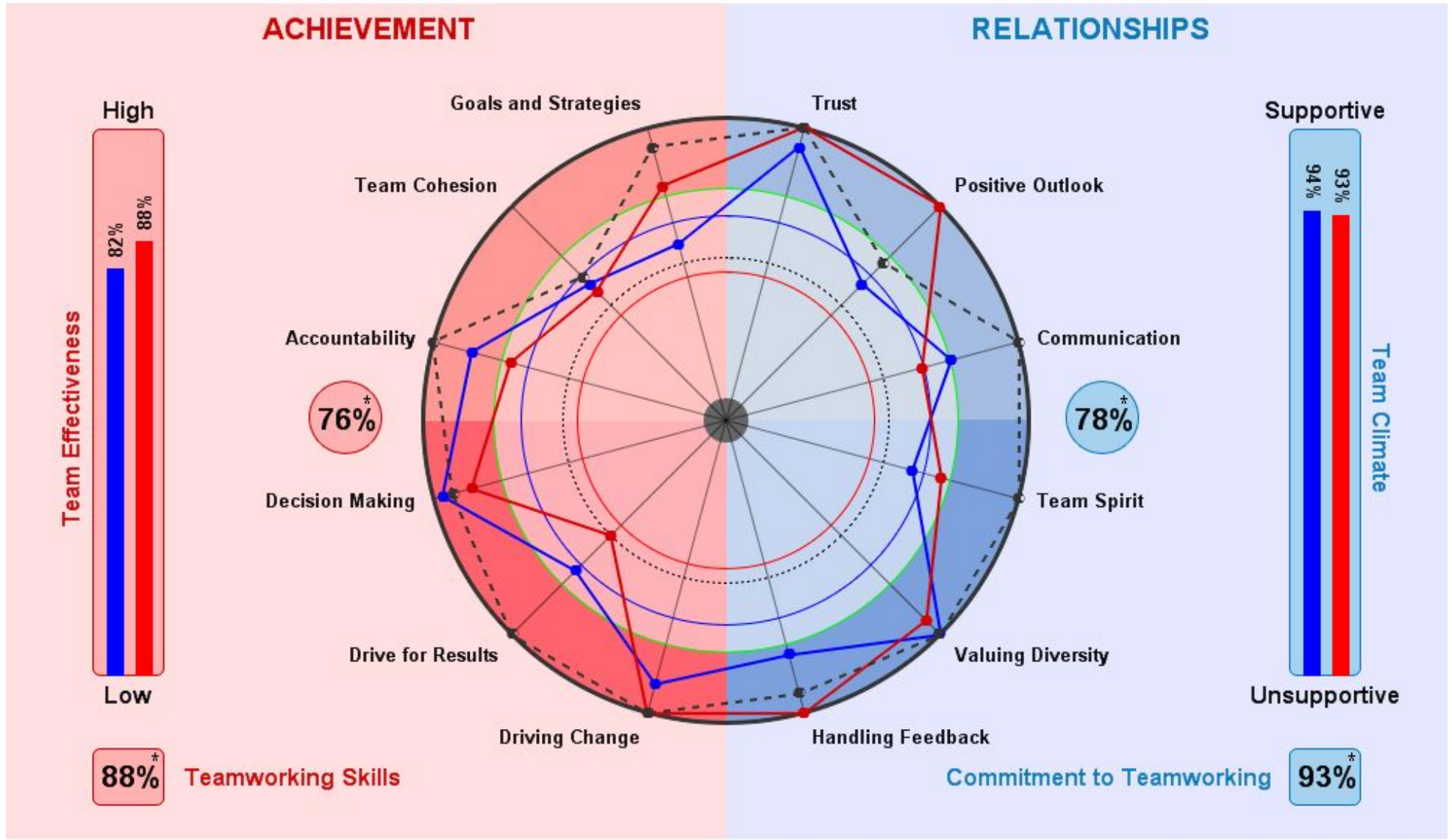


This shows the average of the rating scores given by the team members only indicating to what extent they perceive the level of mutual support that existed within the team in the 6 'relationships' key result areas.

This shows the rating scores given by the team members [blue] and the team leader(s) [red] indicating the extent to which they perceive that there is mutual support within the team. In other words, did they feel that their colleagues were supportive or unsupportive. This sample shows 51% for the team members perception and 54% for the team leader(s) perception.

This is the average of the rating scores given by the team members for their perception of the extent to which the team possess the skills necessary to enhance their team working effectiveness.

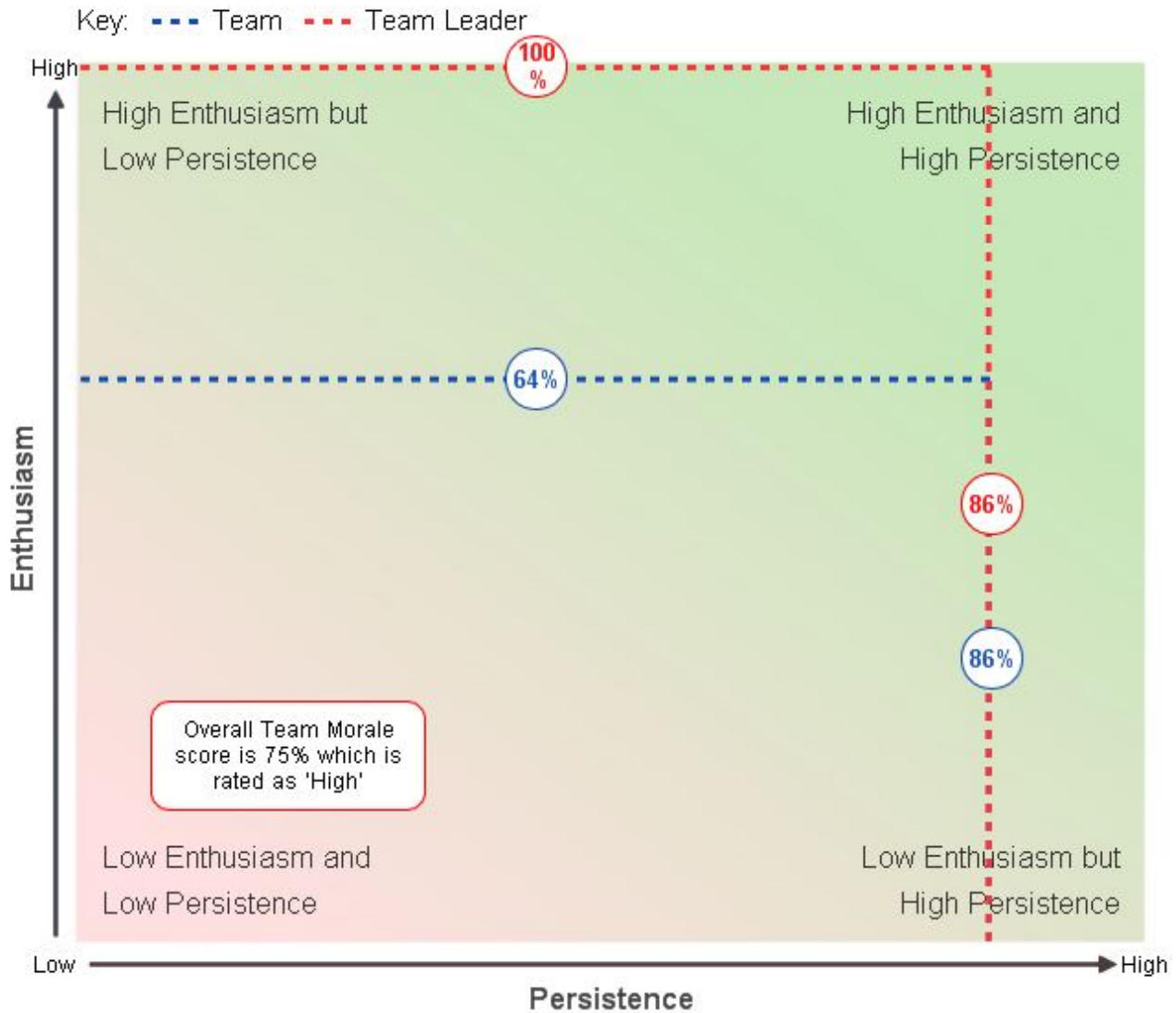
This is the average of the scores given by the team members for their perception of the extent to which the team perceive that there is a commitment within the team to achieve effective teamworking.



* Average of Leader and Internal Team only

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Team Morale



Building and maintaining work teams with high morale should be a key goal of any organisation. Team morale is the product of a number of factors, but, in particular, it is a combination of the levels of **enthusiasm** and **persistence** with which team members engage in the activities of the team.

Measuring team morale is very important because it focuses on the team's tasks, and its abilities to complete them to a high standard. Members of teams with high morale often have the following traits:

- They are happy in the team and enjoy working there
- They are willing to go the extra mile for the team to ensure it succeeds
- They are willing to help and support each other, no matter what the task is
- They express pride in the team and the work that it does
- They do not give up, even in the face of tough opposition or setbacks

The above chart shows the team's individual scores for both enthusiasm and persistence. However, because team morale requires a combination of both in equal measure, the overall team score and its rating, on a scale ranging from 'Low' to 'High', are also shown.

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Summary Scores Chart - Key Result Areas

Performance Factors	Description	Team Rating and Performance Level	Team Leader Rating	External Rating
Goals and Strategies	The extent to which all the team members fully understand and are committed to the team's goals and strategies.	57 Below Average	79	93
Team Cohesion	The extent to which all the team members experience a sense of unity and shared committed to the team's role.	61 Below Average	57	64
Accountability	The extent to which individual team members are clear about and accept their own roles and responsibilities.	86 High	71	100
Decision Making	The extent to which the team uses effective problem solving processes when dealing with complex issues.	96 High	86	93
Drive for Results	The extent to which team members are motivated by and achieve demanding targets.	68 Average	50	100
Driving Change	The extent to which team members embrace change and respond to it pro-actively in a positive manner.	89 High	100	100
Trust	The extent to which team members demonstrate a high level of trust, openness and reliance on each other.	93 High	100	100
Positive Outlook	The extent to which team members are forward looking and take a strong, positive, optimistic view of their work.	61 Below Average	100	71
Communication	The extent to which all members keep each other fully informed about team issues.	75 High	64	100
Team Spirit	The level of camaraderie and willingness to provide mutual support that exists between all team members.	61 Below Average	71	100
Valuing Diversity	The extent to which team members value and make use of each other's ideas, skills, background experiences, behavioural strengths and knowledge.	100 High	93	100
Handling Feedback	The extent to which team members regard constructive conflict and opinion sharing as beneficial to their individual and team performance.	79 High	100	93
Teamworking Skills	The extent to which the team members possess the skills necessary to build a high performance team	88 High	86	100
Commitment to Teamworking	The extent to which the team members are committed to working together collaboratively to deliver high performance	93 High	93	96
Team Effectiveness	The extent to which the team makes effective use of its material and human resources to attain its current level of achievement	82 High	88	95
Team Climate	The extent to which team members feel supported by the organisation and by other team members	94 High	93	100
Team Morale	The extent to which team members enjoy being in the team and are willing to do what it takes to ensure that it succeeds in its tasks despite tough challenges	75 High	93	86

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Summary Scores Chart - Organisational Culture

All work teams exist and operate within organisational cultures, and research indicates that fewer than 10% of organisations succeed in creating a true winning culture that enables teams to become high performance ones. Despite this, the research indicated that 70% of the leaders surveyed agreed that a high performance culture provides the greatest single source of competitive advantage. The culture, or 'personality', of an organisation is often taken for granted, but every winning culture has a unique 'behavioural DNA' that is based on shared values which embody eight high-performance behaviours that are common to high performers. The true test of a winning culture, however, is whether the expectations of high performance are clearly understood, shared and fully committed to by everyone in the organisation. A high performance culture is the glue that holds a business together. It inspires loyalty in employees and makes them proud to be a part of 'the team'. It motivates people to do the right thing, not just the easy option. In organisations with high performance cultures, people not only know what they should do, but also they know why it is important that they should do it. An organisation that lacks a high performance culture is likely to be doomed to under-performance because its culture will have a negative impact on the teams within that organisation.

Performance Factors	Description	Team Rating and Performance Level	Team Leader Rating	External Rating
A desire to succeed	The organisation's culture is based on the relentless pursuit of business and personal excellence, always pushing to do better and being resilient despite opposition or setbacks.	93 High	100	N/A
A one team culture	The organisation's culture is about creating cohesion and trust by helping all individuals to achieve their full potential and by making the most of everyone's talents.	100 High	100	N/A
Personal ownership	The organisation's culture is about encouraging everyone to take personal responsibility for and ownership of overall business performance.	100 High	100	N/A
Passion and energy	The organisation's culture is about bringing infectious enthusiasm to all work activities and delivering exceptional performance in the areas that really matter.	100 High	100	N/A
Action orientated	The organisation's culture is about being self-motivated, creating and maintaining a sense of urgency and knowing where the real value of any activity is.	93 High	100	N/A
Externally focused	The organisation's culture is about focusing energies on delighting the customer and beating competitors rather than internal issues and politics.	50 Below Average	100	N/A
Embracing change	The organisation's culture is about challenging the status quo, welcoming change and looking for new and better ways of doing things.	93 High	100	N/A
Inspirational leadership	The organisation's culture is about providing inspirational leadership that makes others feel motivated, inspired and empowered to perform at their very best.	100 High	100	N/A

Team Performance Ratings - Highest and Lowest

HIGHEST

The Team's three highest ratings for 'Achievement' are:

Decision Making: The extent to which the team uses effective problem solving processes when dealing with complex issues.	96
Driving Change: The extent to which team members embrace change and respond to it pro-actively in a positive manner.	89
Accountability: The extent to which individual team members are clear about and accept their own roles and responsibilities.	86

The Team's three highest ratings for 'Relationships' are:

Valuing Diversity: The extent to which team members value and make use of each other's ideas, skills, background experiences, behavioural strengths and knowledge.	100
Trust: The extent to which team members demonstrate a high level of trust, openness and reliance on each other.	93
Handling Feedback: The extent to which team members regard constructive conflict and opinion sharing as beneficial to their individual and team performance.	79

The Team's three highest ratings for 'Organisational Culture' are:

A one team culture: The organisation's culture is about creating cohesion and trust by helping all individuals to achieve their full potential and by making the most of everyone's talents.	100
Personal ownership: The organisation's culture is about encouraging everyone to take personal responsibility for and ownership of overall business performance.	100
Passion and energy: The organisation's culture is about bringing infectious enthusiasm to all work activities and delivering exceptional performance in the areas that really matter.	100

LOWEST

The Team's three lowest ratings for 'Achievement' are:

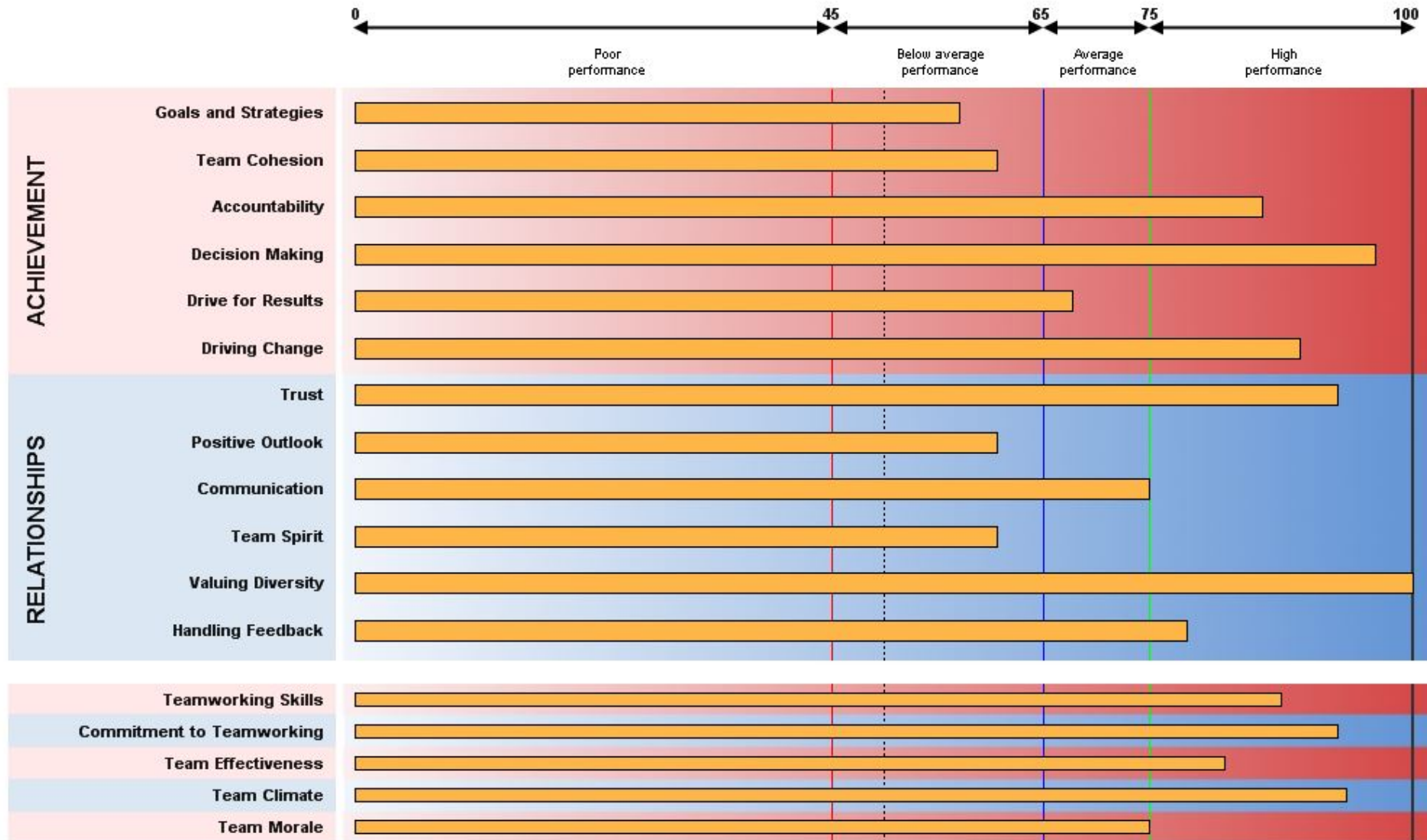
Goals and Strategies: The extent to which all the team members fully understand and are committed to the team's goals and strategies.	57
Team Cohesion: The extent to which all the team members experience a sense of unity and shared committed to the team's role.	61
Drive for Results: The extent to which team members are motivated by and achieve demanding targets.	68

The Team's three lowest ratings for 'Relationships' are:

Positive Outlook: The extent to which team members are forward looking and take a strong, positive, optimistic view of their work.	61
Team Spirit: The level of camaraderie and willingness to provide mutual support that exists between all team members.	61
Communication: The extent to which all members keep each other fully informed about team issues.	75

The Team's three lowest ratings for 'Organisational Culture' are:

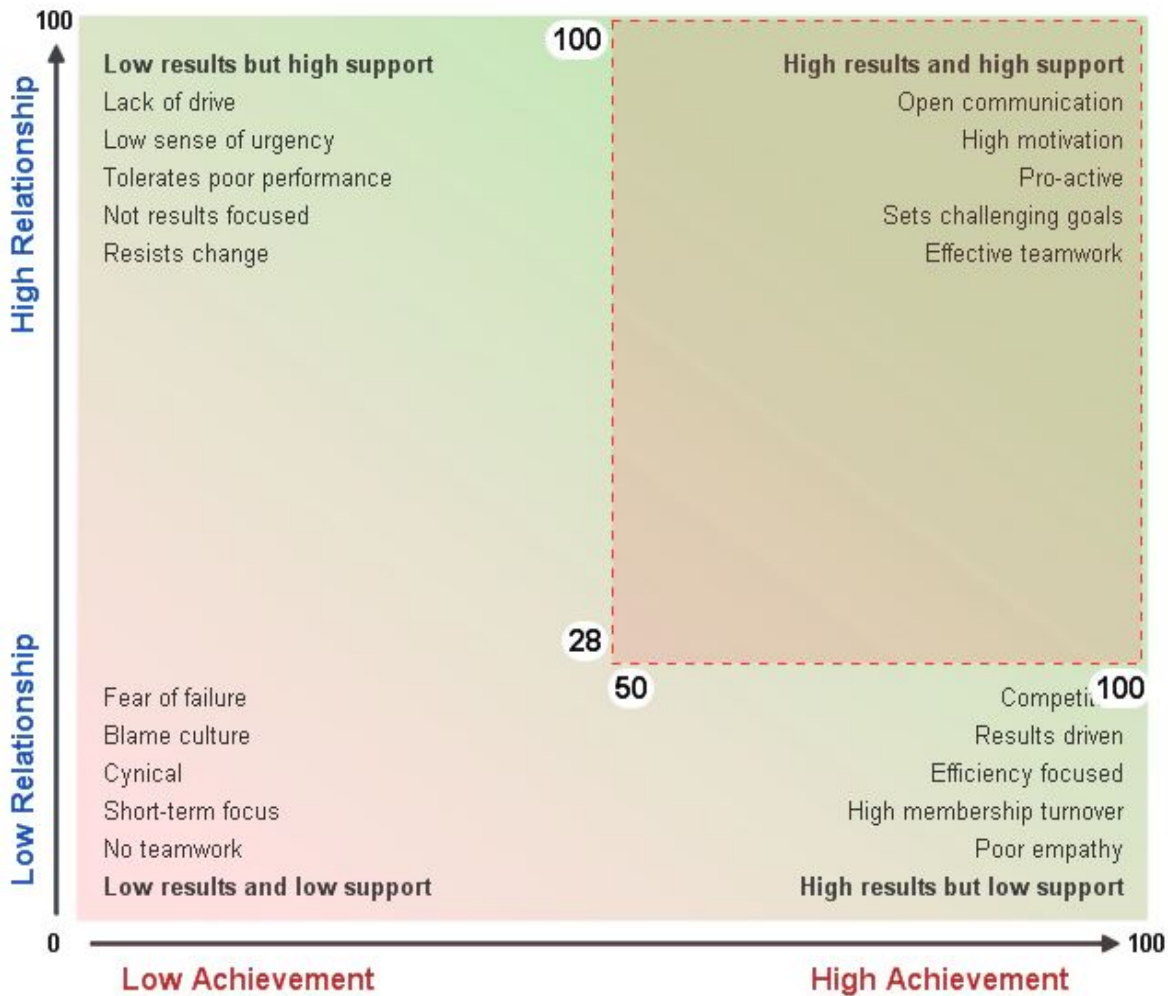
Externally focused: The organisation's culture is about focusing energies on delighting the customer and beating competitors rather than internal issues and politics.	50
A desire to succeed: The organisation's culture is based on the relentless pursuit of business and personal excellence, always pushing to do better and being resilient despite opposition or setbacks.	93
Action orientated: The organisation's culture is about being self-motivated, creating and maintaining a sense of urgency and knowing where the real value of any activity is.	93



The above chart is designed to help the team to identify at a glance those areas in which they deliver high performance, as well as those areas that require attention if the team is to become a high performing one. This chart should help the team to prioritise which areas they should focus their development efforts on.

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Team Self Perception



In high performing teams, team members share a common, clear and accurate perception of the team's performance. They neither overstate nor understate it and they have confidence in each other's abilities. In the above chart, each axis, 'Achievement' and 'Relationship', displays two sets of scores in white circles. These scores show the highest and lowest ratings given by the team members for the team's perceived 'Relationship' and 'Achievement' dimensions. The less variation between these scores, the greater the consistency there is in the team's perception of its performance. Conversely, the greater the disparity in the scores, the less consistent the team's views are of its performance. In the above chart, high performance (ie. strong in 'Achievement' and strong in 'Relationship') would be depicted as a small square in the top right-hand corner - the smaller the square, the more consistent are the views of all the team.

Respondents' Comments



The following page(s) contain the unedited comments made by team members in the Diagnostic survey about team achievements and relationships. The comments have been listed under the following headings:

- What do you think works well within the team?
- What inspires you about the team?
- What do you think is missing, or what do you find frustrating about the team?
- What do you think the team should focus on to achieve high performance?

High performance teams understand the real importance of feedback and realise how valuable such information can be as they strive to enhance overall performance. As in sport, all work team members must be very careful to bear in mind that feedback is a judgement of the quality of team performance and not a personal indictment. It is important to keep it in perspective and give due attention to it.

Respondents' Comments [Continue]

What do you think works well within the team?

- [redacted] [redacted] [redacted] [redacted] [redacted]
- [redacted] [redacted]
- [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted]

What inspires you about the team?

- [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted]
- [redacted]
- [redacted] [redacted] [redacted] [redacted]

What do you think is missing, or what do you find frustrating about the team?

- [redacted] [redacted] [redacted] [redacted] ([redacted] [redacted] [redacted])
- [redacted] [redacted] [redacted] [redacted]
- [redacted] [redacted]

What do you think the team should focus on to achieve high performance?

- [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted]
- [redacted] [redacted] [redacted] [redacted] [redacted]
- [redacted] [redacted] [redacted] [redacted]

The **PRISM** Team Performance Diagnostic is a business application created and supplied by **PRISM** Brain Mapping. For further information please visit our website: www.prismbrainmapping.com, or contact us at: info@prismbrainmapping.com. Telephone +44 1892 535432