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# Team Report

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## Sample Leadership Team

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### February 2021

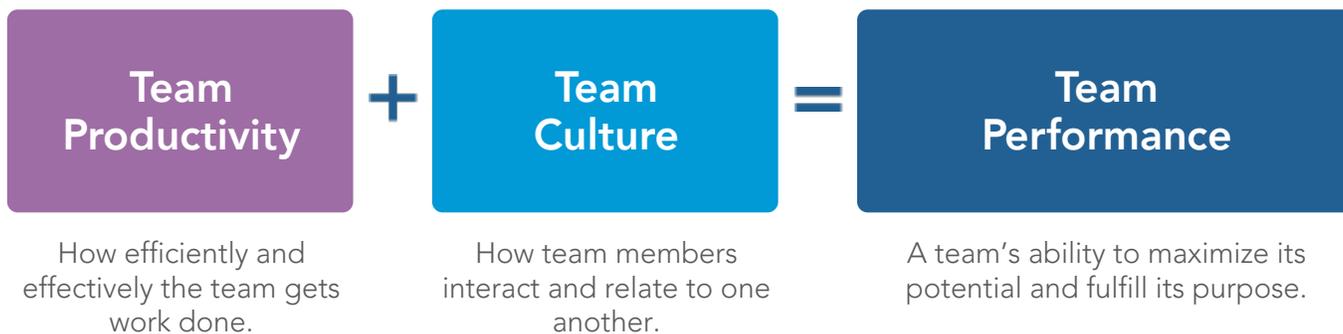
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# Unlock the Extraordinary

Collaboration is taking over the workplace. From the executive teams that run organizations to matrixed project teams to the sales and service teams that interact directly with customers, the modern workplace has shifted dramatically from individual tasks to team tasks. When teams get it right, they can produce outcomes greater than the sum of their parts, generate breakthrough innovations, and foster a common sense of pride and well-being among team members.

## The AIIR Team Effectiveness Model

Research has repeatedly shown that great teams are capable of producing great work, but they are also fueled by a strong interpersonal dynamic. Put simply, the formula for team effectiveness is:



Within these two domains of productivity and culture, there are several factors, called **scales**, that contribute to how a team performs:

### Team Productivity

How efficiently and effectively the team gets work done.

- Alignment**  
A shared understanding of purpose, priorities, and plans
- Execution**  
Efficient and effective coordination, communication, and collaboration
- Learning & Adapting**  
The capacity to overcome obstacles and adjust to new realities

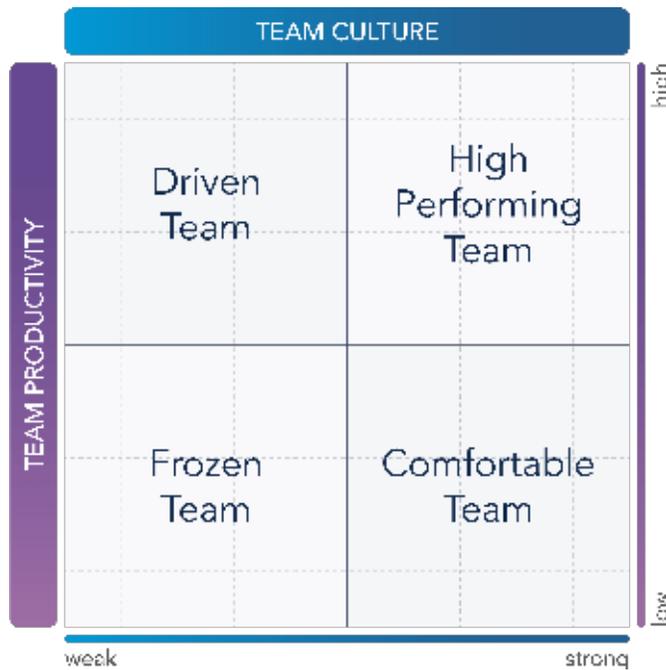
### Team Culture

How team members interact and relate to one another.

- Trust & Safety**  
An environment of openness, honesty, and an absence of fear
- Cohesion**  
A shared sense of belonging and commitment to the team
- Dialogue**  
The capacity to work through conflict with compassion and understanding

# The AIIR Team Effectiveness Model

Teams are identified as one of the 4 primary team types illustrated within the TE Grid based on their effectiveness in the domains of both Team Culture and Team Productivity.



## High Performing Team

- > Environment of openness, collaboration, and innovation
- > Capacity to generate breakthrough results

## Driven Team

- > Well organized and results-focused
- > Struggle with interpersonal relationships and honest communication

## Comfortable Team

- > Supportive and congenial team atmosphere
- > Struggle to implement the right processes for getting things done

## Frozen Team

- > Difficulty achieving goals and generating results
- > Disengaged and stuck in perpetual conflict

# How to use this report

## 1 Review and discuss your team's results

We designed the AIIR Team Effectiveness Survey (TES) to be intuitive, relatable, and immediately actionable for teams. It reveals a team's strengths and areas for development through concrete and measurable data, providing a basis for meaningful discussion.

## 2 Make a plan for action

While this report helps start the conversation around team performance, it's up to the team, the team leader, and the team coach to turn that conversation into insights, turn those insights into action, and turn that action into results.

## 3 Measure your progress

The report can be a very useful way to measure how far the team has come in a given period of time. After you've put some effort toward your action plan, this survey and report can be used as a regular way to "check in" on the team's progress and keep track of where things are improving and what still needs work.

# Report Interpretation

## Scoring

You responded to a series of behavioral statements known as items and rated the team’s effectiveness on each.

Each point on the response scale is assigned a numeric value from 0-100. All responses for a given item are then averaged to calculate the team score.

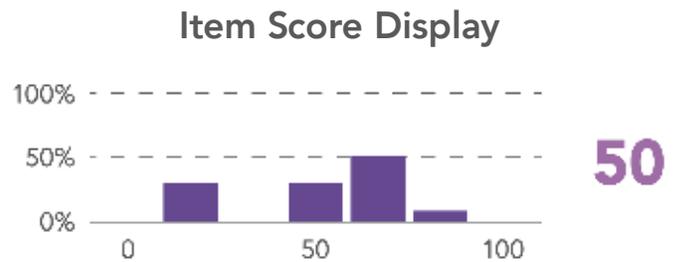
Use the chart to the right as a general guide for interpreting the meaning of your scores.

Interpretation	Value
Excellent	90-100
Great	80-89
Good	70-79
Fair	50-69
Poor	0-49

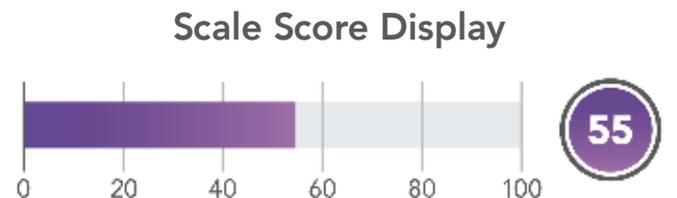
## Item Scores and Scale Scores

In the item score display to the right, the histogram shows the proportion of total responses given at each level of the response scale. This shows the pattern of responses, providing a window into the story behind the numbers.

The number to the right of the histogram is the average score for the item, as described above.



In the scale score display, the average score for all items within that scale is displayed both in a bar graph and as a number.



## TE Grid

The TE Grid plots individual team member scores on Team Culture and Team Productivity, as well as the average team score. This visual representation shows how well team members agree on the team’s effectiveness and which team type best characterizes the team.

Scores that appear closer together indicate higher agreement regarding the team’s effectiveness, whereas more dispersed scores indicate lower agreement.

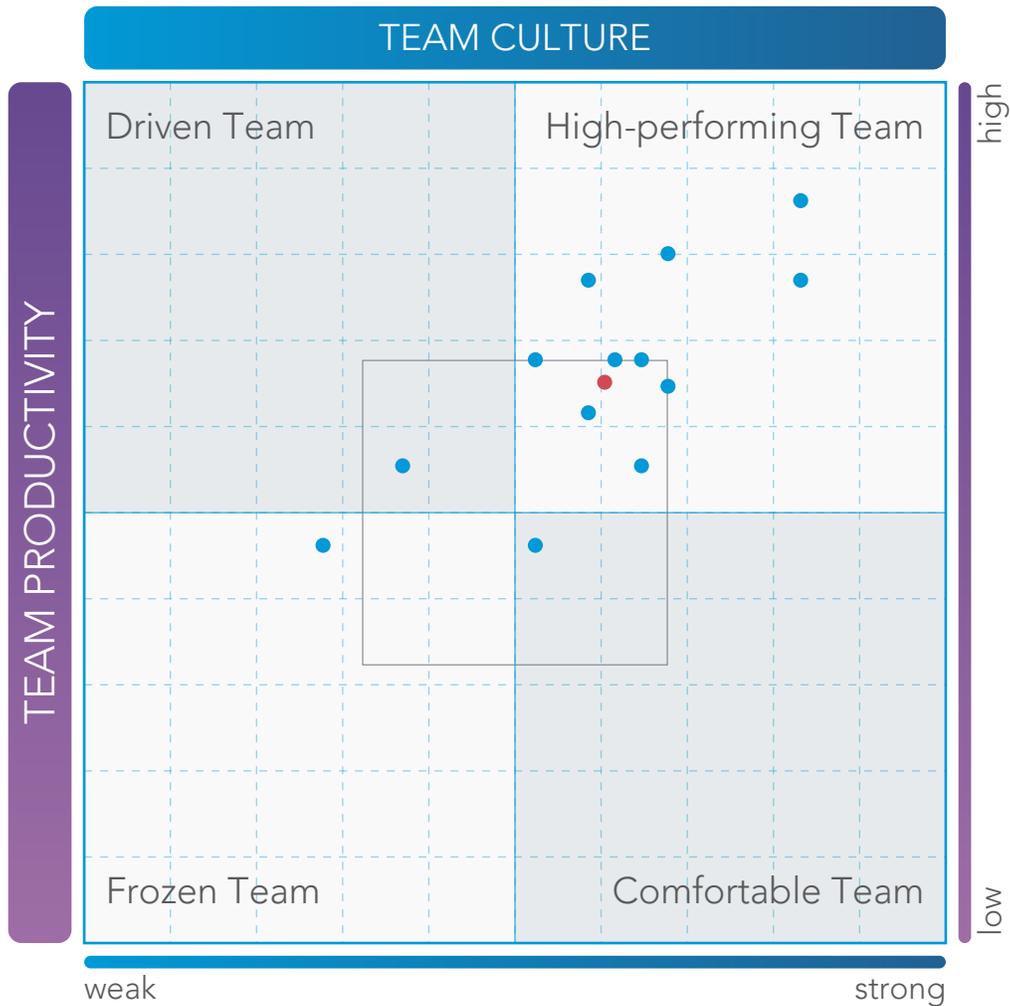
Scores falling within the center square are only moderately associated with the given team type, whereas scores falling outside the center square are more strongly associated with the given team type.



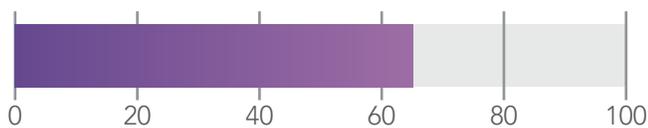
# TE Grid Results

Each point on the chart below represents the Culture/Productivity coordinates of one score. Points falling within the center square are moderately aligned with the given team type, while points falling outside the square are strongly aligned with the given team type.

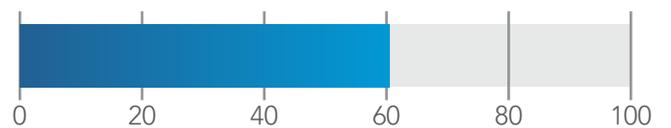
Key: ● Individual team member  
● Team Average



**TEAM PRODUCTIVITY**



**TEAM CULTURE**



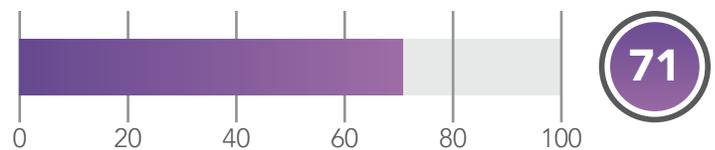
# Team Productivity

How efficiently and effectively the team gets work done.

Team Productivity can be thought of as a constant cycle of planning, doing, and learning. To begin the process, teams must bring together individuals with different interests, talents, and knowledge to function as a coherent whole. This is the process of Alignment, or developing a shared understanding of purpose, priorities, and plans. Next, teams must put their plans into action through Execution, defined as efficient and effective coordination, communication, and collaboration. Along the way, it's critical for teams to adapt to changing circumstances and generate team knowledge that gets incorporated into future plans. This is known as Learning and Adapting, or the capacity to overcome obstacles and adjust to new realities.

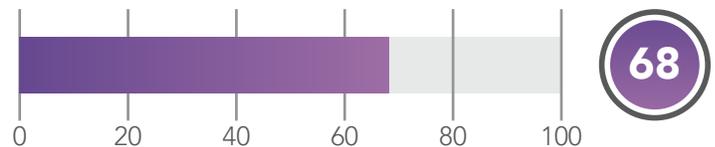
## Alignment

A shared understanding of purpose, priorities, and plans



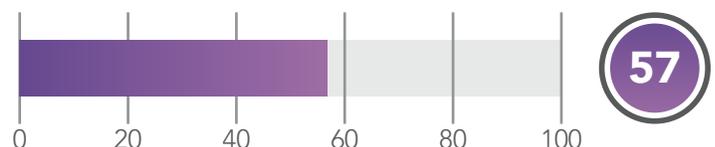
## Execution

Efficient and effective coordination, communication, and collaboration



## Learning & Adapting

The capacity to overcome obstacles and adjust to new realities



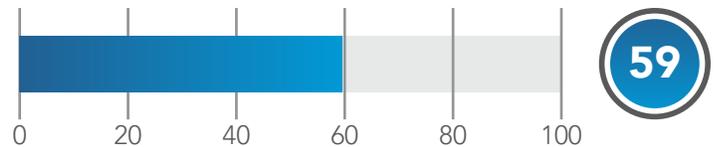
# Team Culture

How team members interact and relate to one another.

Team Culture can be thought of as the constant conditions that influence team performance. These are the aspects of team member interaction that influence every conversation, every decision, and, ultimately, the team's potential for success. To perform at a high level, team members need to be open and honest with one another, demonstrating Trust and Safety, defined as an environment of openness, honesty, and a lack of fear. To stay connected and motivated through difficult times, it's important that teams develop a sense of Cohesion, or a shared sense of belonging and commitment to the team. Finally, teams need to resolve team issues and inevitable conflicts through collaborative Dialogue, or the capacity to work through conflict with compassion and understanding.

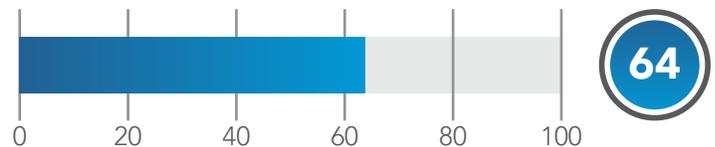
## Trust & Safety

An environment of openness, honesty, and an absence of fear



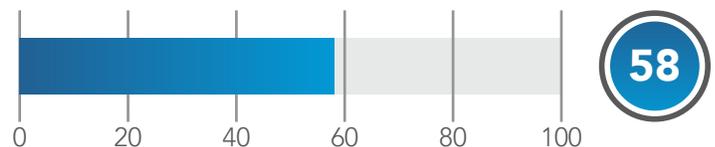
## Cohesion

A shared sense of belonging and commitment to the team



## Dialogue

The capacity to work through conflict with compassion and understanding



# Team Strengths

These items received the highest average scores across all scales.

Item	Response Distribution		Average
	Not effective	Very effective	
<p><b>EXECUTION</b></p> <p>12 The team leader creates a sense of urgency for producing results.</p>		88	
<p><b>ALIGNMENT</b></p> <p>6 The team leader ensures the team is aligned on its purpose, priorities, and plans.</p>		83	
<p><b>EXECUTION</b></p> <p>7 Team members strive to generate results rather than just complete tasks.</p>		80	
<p><b>ALIGNMENT</b></p> <p>2 Team members maintain a shared understanding of the team's purpose.</p>		77	
<p><b>LEARNING &amp; ADAPTING</b></p> <p>18 The team leader fosters an environment of continuous learning and improving.</p>		76	

# Team Development Opportunities

These items received the lowest average scores across all scales.

Item	Response Distribution		Average
	Not effective	Very effective	
<p><b>LEARNING &amp; ADAPTING</b></p> <p>14 Team members try new methods and practices with an open mind.</p>			34
<p><b>LEARNING &amp; ADAPTING</b></p> <p>13 Team members regularly provide feedback on each other's work.</p>			35
<p><b>DIALOGUE</b></p> <p>32 Team members find and address the root causes of conflicts rather than just the symptoms.</p>			43
<p><b>TRUST &amp; SAFETY</b></p> <p>23 Team members address issues openly, rather than going behind others' backs.</p>			46
<p><b>DIALOGUE</b></p> <p>31 Team members embrace disagreement and address issues directly.</p>			47

# Items with Greatest Agreement

These items were given the most similar ratings across all respondents.

Item	Response Distribution		Average
	Not effective	Very effective	
<b>ALIGNMENT</b> <b>3</b> Team members come to mutual agreement on the team's priorities.			<b>67</b>
<b>EXECUTION</b> <b>12</b> The team leader creates a sense of urgency for producing results.			<b>88</b>
<b>DIALOGUE</b> <b>34</b> Team members use diplomacy and respect when disagreeing with teammates.			<b>67</b>
<b>ALIGNMENT</b> <b>5</b> Team members make specific plans to achieve team goals.			<b>74</b>
<b>EXECUTION</b> <b>7</b> Team members strive to generate results rather than just complete tasks.			<b>80</b>

# Items with Least Agreement

These items were given the least similar ratings across all respondents.

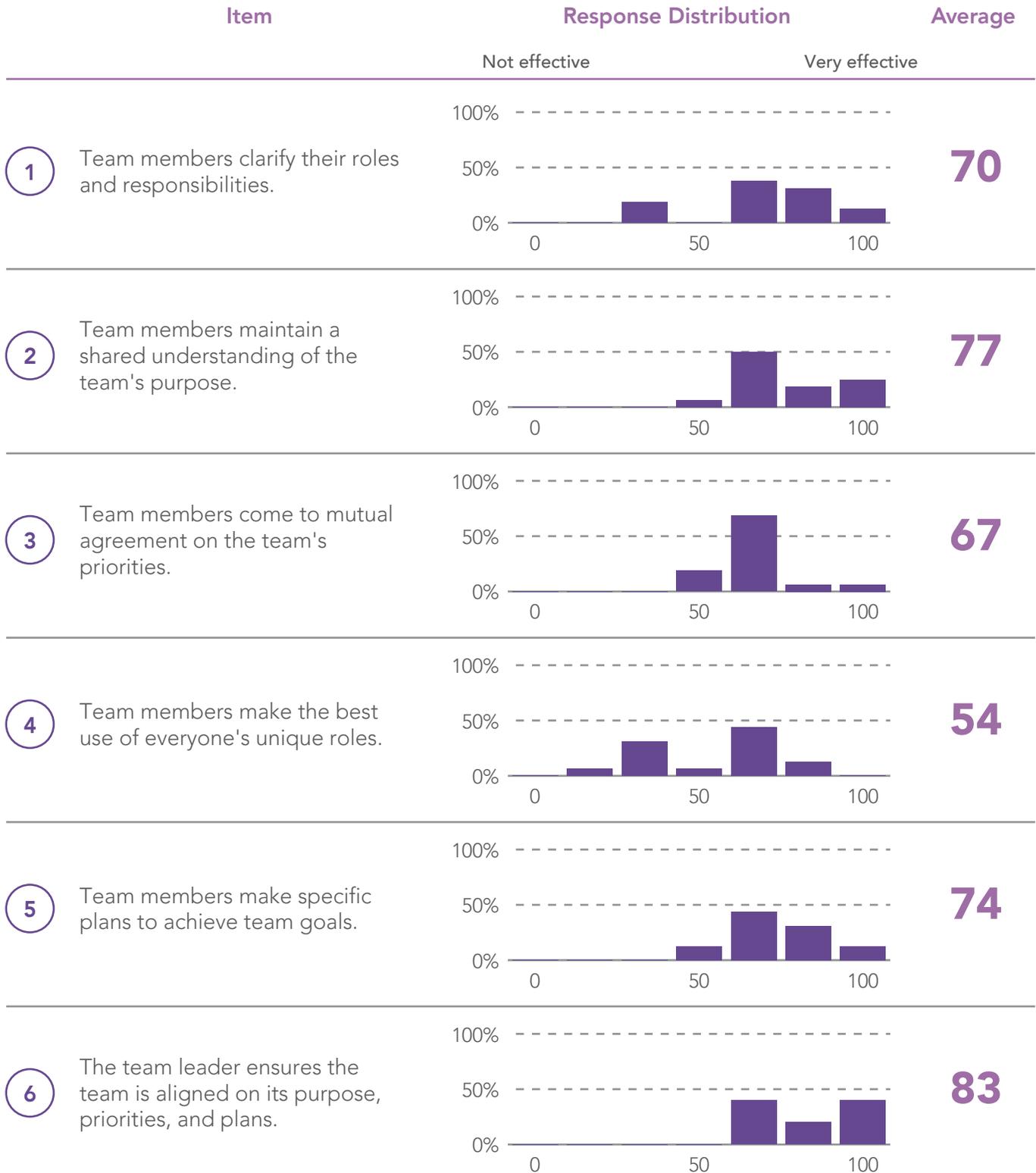
Item	Response Distribution		Average
	Not effective	Very effective	
<b>30</b> <b>COHESION</b> The team leader makes sure every team member feels a strong sense of belonging.		<b>69</b>	
<b>24</b> <b>TRUST &amp; SAFETY</b> The team leader creates a safe environment for people to share their genuine thoughts and feelings.		<b>72</b>	
<b>32</b> <b>DIALOGUE</b> Team members find and address the root causes of conflicts rather than just the symptoms.		<b>43</b>	
<b>19</b> <b>TRUST &amp; SAFETY</b> Team members give other team members the benefit of the doubt.		<b>57</b>	
<b>22</b> <b>TRUST &amp; SAFETY</b> Team members avoid blaming others when things go wrong.		<b>61</b>	

# Team Productivity

71

## ALIGNMENT

A shared understanding of purpose, priorities, and plans

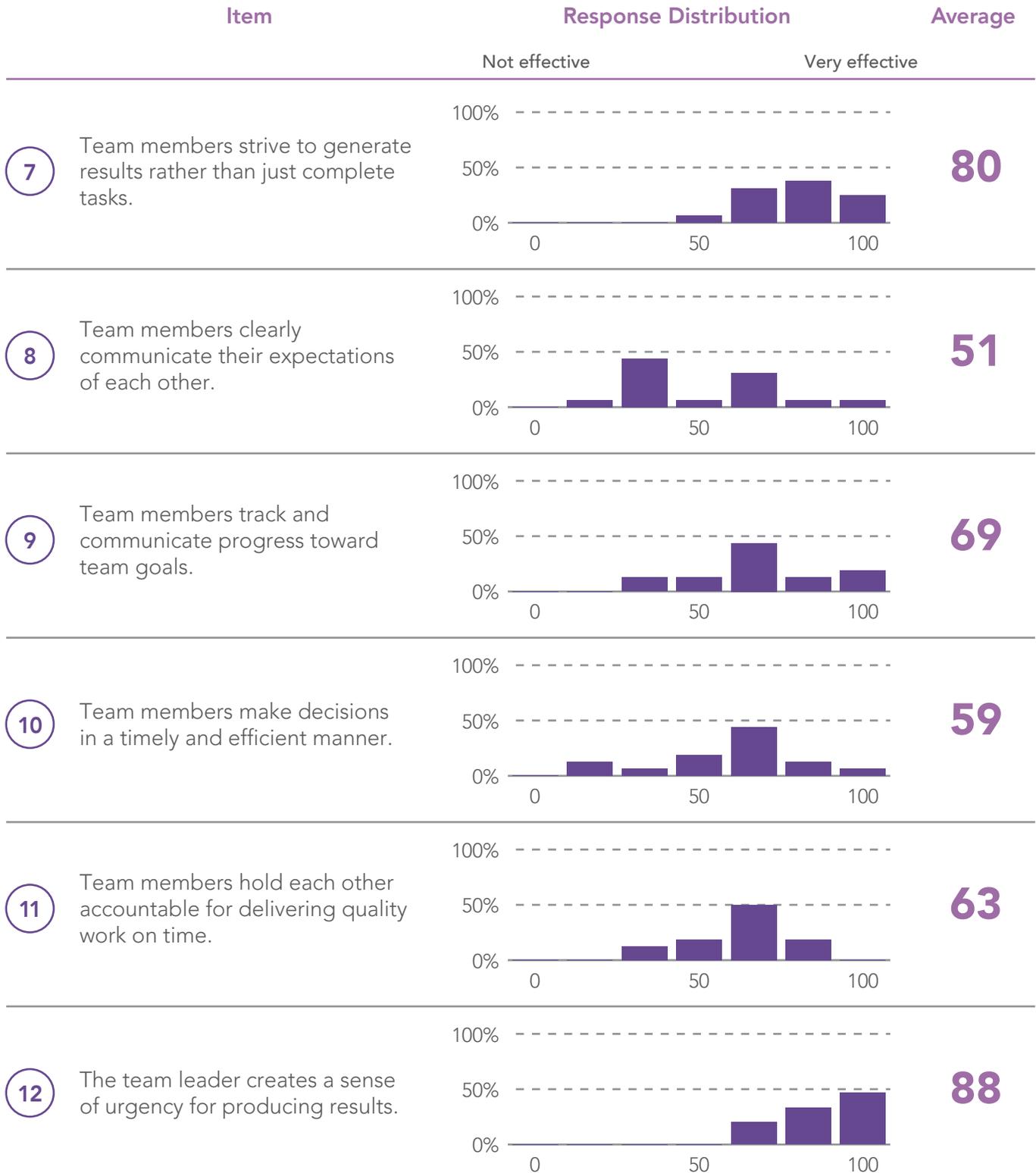


# Team Productivity

## EXECUTION

Efficient and effective coordination, communication, and collaboration

68

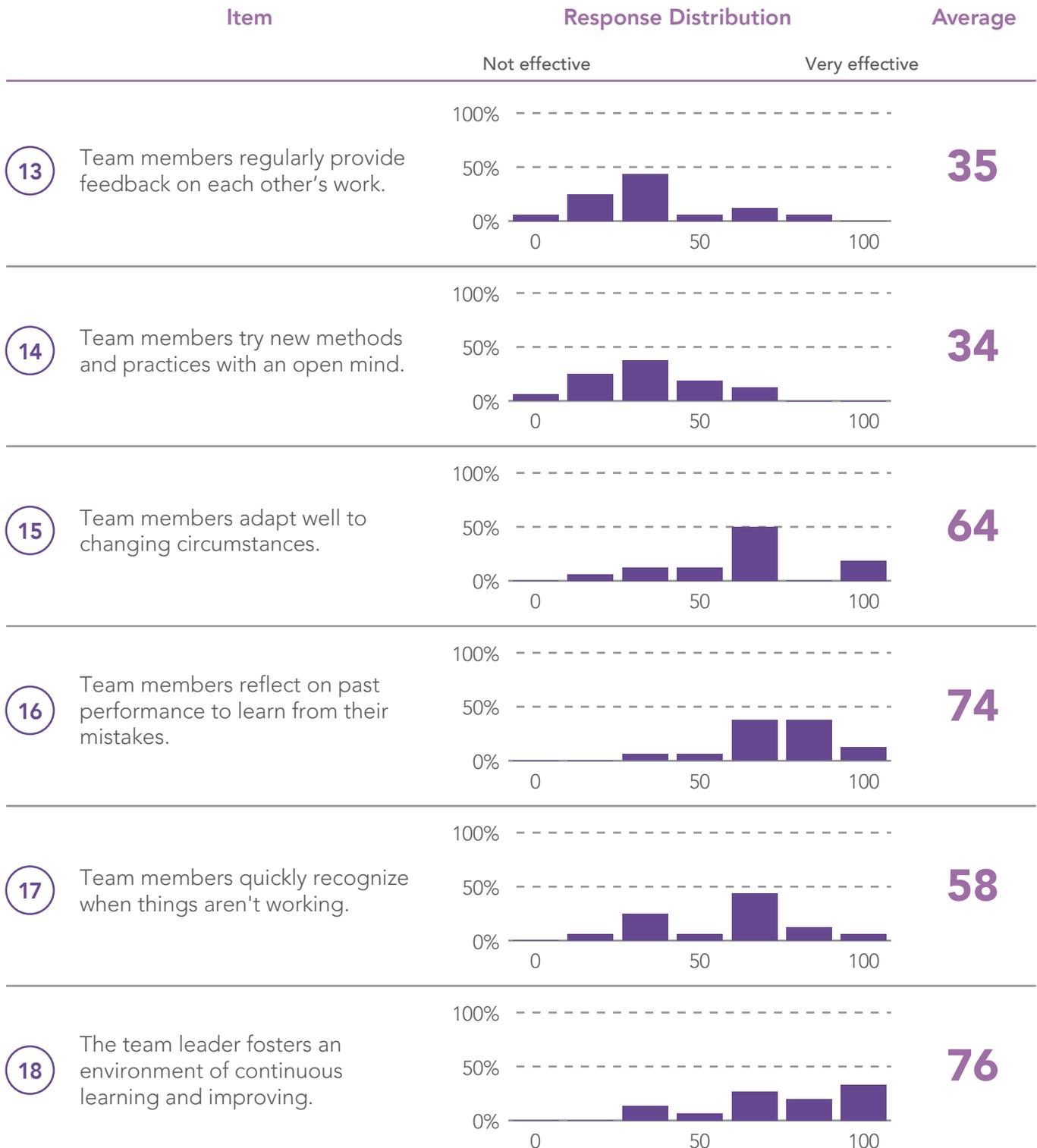


# Team Productivity

## LEARNING & ADAPTING

The capacity to overcome obstacles and adjust to new realities

57

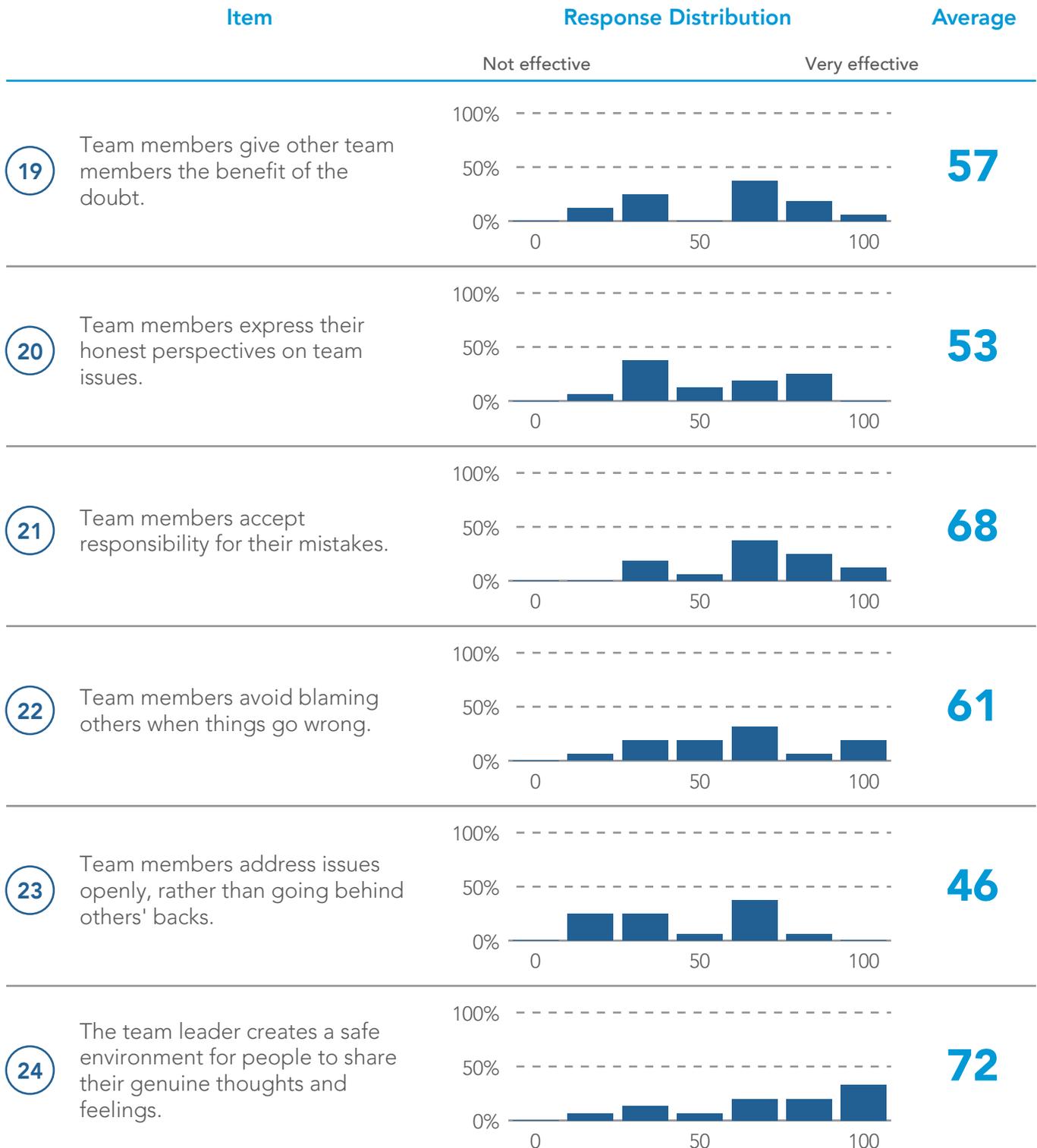


# Team Culture

## TRUST & SAFETY

An environment of openness, honesty, and an absence of fear

59



# Team Culture

## COHESION

A shared sense of belonging and commitment to the team

64

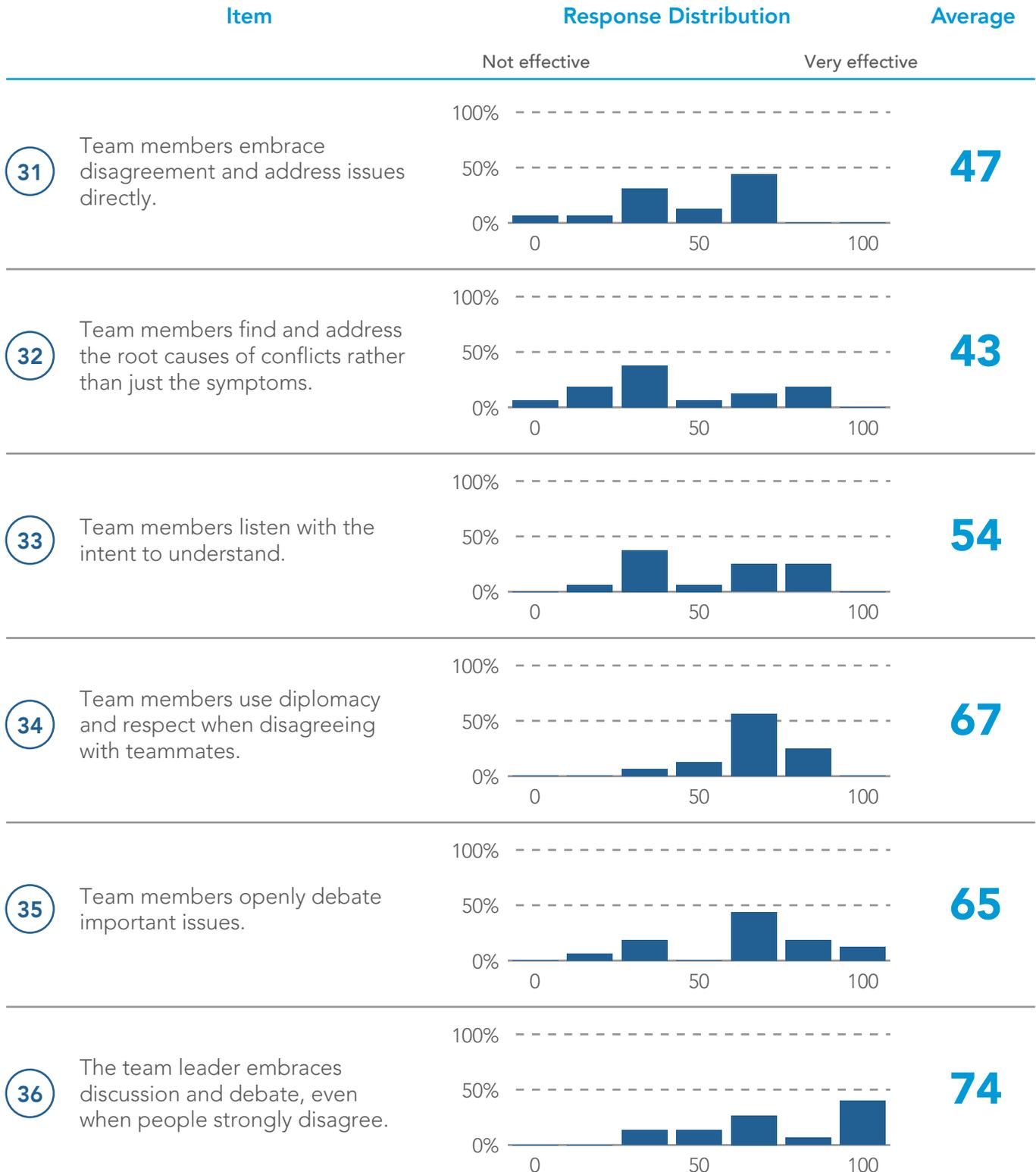
Item	Response Distribution		Average
	Not effective	Very effective	
<p>25 Team members help each other out, even when it's not their responsibility.</p>	<p>Detailed description: A bar chart showing the percentage of responses for item 25. The x-axis represents the percentage of responses from 0 to 100, with major ticks at 0, 50, and 100. The y-axis represents the percentage of responses from 0% to 100%. The distribution is as follows: 0-10%: 0%, 10-20%: 0%, 20-30%: 15%, 30-40%: 0%, 40-50%: 0%, 50-60%: 0%, 60-70%: 45%, 70-80%: 15%, 80-90%: 15%, 90-100%: 0%.</p>		70
<p>26 Team members place the team's success ahead of their own.</p>	<p>Detailed description: A bar chart showing the percentage of responses for item 26. The x-axis represents the percentage of responses from 0 to 100, with major ticks at 0, 50, and 100. The y-axis represents the percentage of responses from 0% to 100%. The distribution is as follows: 0-10%: 0%, 10-20%: 0%, 20-30%: 15%, 30-40%: 0%, 40-50%: 0%, 50-60%: 0%, 60-70%: 55%, 70-80%: 10%, 80-90%: 10%, 90-100%: 0%.</p>		67
<p>27 Team members acknowledge and celebrate each others' efforts.</p>	<p>Detailed description: A bar chart showing the percentage of responses for item 27. The x-axis represents the percentage of responses from 0 to 100, with major ticks at 0, 50, and 100. The y-axis represents the percentage of responses from 0% to 100%. The distribution is as follows: 0-10%: 0%, 10-20%: 5%, 20-30%: 5%, 30-40%: 10%, 40-50%: 10%, 50-60%: 30%, 60-70%: 20%, 70-80%: 20%, 80-90%: 15%, 90-100%: 15%.</p>		70
<p>28 Team members respect the unique strengths and expertise of all team members.</p>	<p>Detailed description: A bar chart showing the percentage of responses for item 28. The x-axis represents the percentage of responses from 0 to 100, with major ticks at 0, 50, and 100. The y-axis represents the percentage of responses from 0% to 100%. The distribution is as follows: 0-10%: 0%, 10-20%: 10%, 20-30%: 5%, 30-40%: 15%, 40-50%: 15%, 50-60%: 50%, 60-70%: 10%, 70-80%: 10%, 80-90%: 0%, 90-100%: 0%.</p>		57
<p>29 Team members take the time to build personal connections with each other.</p>	<p>Detailed description: A bar chart showing the percentage of responses for item 29. The x-axis represents the percentage of responses from 0 to 100, with major ticks at 0, 50, and 100. The y-axis represents the percentage of responses from 0% to 100%. The distribution is as follows: 0-10%: 0%, 10-20%: 5%, 20-30%: 35%, 30-40%: 15%, 40-50%: 15%, 50-60%: 20%, 60-70%: 10%, 70-80%: 10%, 80-90%: 0%, 90-100%: 0%.</p>		50
<p>30 The team leader makes sure every team member feels a strong sense of belonging.</p>	<p>Detailed description: A bar chart showing the percentage of responses for item 30. The x-axis represents the percentage of responses from 0 to 100, with major ticks at 0, 50, and 100. The y-axis represents the percentage of responses from 0% to 100%. The distribution is as follows: 0-10%: 0%, 10-20%: 0%, 20-30%: 25%, 30-40%: 10%, 40-50%: 15%, 50-60%: 15%, 60-70%: 15%, 70-80%: 15%, 80-90%: 15%, 90-100%: 40%.</p>		69

# Team Culture

## DIALOGUE

The capacity to work through conflict with compassion and understanding

58



# Open-ended Comments

1/3

All respondents were asked to provide open-ended commentary on the team's effectiveness. The comments below are segmented by question and are presented exactly as they were entered by the respondents.

**Please describe the Team's current Culture, or how team members interact and relate to one another.**

## Comments

Culture is mission driven, and people generally treat each other with professional respect and friendliness. There is a "one of all and all for one" mentality among the team and individualism is easy to spot against this backdrop, and is thus rare. There are some small team "divides" that must eventually be addressed and improved in order for us to operate as a higher functioning team.

There are certain clusters of friend groups. In general the clusters, while clustered, interact well together---though a bit siloed and sometimes in conflict (with a lower case c.)

The culture is very "can do" and "get 'er done."

I think we have a pretty consistent set of mutual values that stem from a common set of personal values.

We are all about executing well for our stores and that has been a big part of our tremendous success to date.

It has been challenging with the office closed. In the past, there was constant communication and "hallway" discussions. That has changed since COVID. Every conversation is scheduled with no time or need to interact with each other.

The Team's current culture is still being developed. It has been hard to develop a culture with everyone working remotely. Webex meetings cannot replace being in the same meeting room to work together.

Overall a good culture. There are a few members of the team that tend to dominate both in decisions and in voice, even in situations that they really don't need to. This sometimes hurts the full capacity of the team itself.

Strong focus on business results with compassion and care for associates and customers

Overall it's quite positive with general respect for colleagues. There is a "change of guard" happening over last couple of years compared to last decade, and therefore there is some assimilation and trust building yet to happen.

I don't think we have landed on our culture yet. We know what it used to be like but with so many new people and all the remote work we seem to be more focused on achieving things than bonding as a team.

Please describe the Team's current Culture, or how team members interact and relate to one another.

## Comments

The team is respectful of one another and genuinely wants to see the company be successful.

I'd say we are still "norming", as several team members are new and we've been separated by Covid. Overall, the team members are respectful of each other and open to honest debate; though there is still a fair amount of reluctance to change/evolve and silos that are not productive.

Energetic, results oriented, passionate, respectful

Defined roles, Strong partnership among the group, results oriented

There is mutual respect and genuine affection for one another - it is a good group of people to work with. In other words, these are nice smart people you want to be friends with - very rare. I would hope that we value more diversity of thought and new and outside perspectives to continue to improve and evolve and to deepen the interactions and raise the discussions to less tactical and more strategic - the team should always be growing and learning from each other and it sometimes feels like if you don't agree with the past or historical way of doing things then you don't belong or really know what you're talking about -- which can then cause certain individuals to pullback when in fact, they should be leaning in.

Please describe the Team's current Productivity, or how efficiently and effectively the team gets work done.

## Comments

Team productivity is good, but efficiency has been affected by the Covid work environment (remote). We are doing fairly well, but we could be even more effective when we are able to inhabit the same building and fully work together at some point. The team has benefited from our leader's dedicated presence and internal focus during 2020, with virtually no travel and limited external demands. As we revert to some sense of normal over time, and more of his time is focused externally, this could be more challenging.

We are good at getting things done.

There is not always the harmony and team cohesion that makes the process of getting things done and succeeding together as fun and fulfilling for all as it could be.

Productivity has never been an issue. Ability to measure is often challenging.

We have developed silos...I would say within the silos that work is being done but many times decisions made within the silos would not have been agreed to if others input would have been asked for. We used to be much more nimble and productive. We are now being led by legal constraints and red tape all under the reasoning of being a public company and the desire to not be sued.

We have maneuvered through the virtual meeting transition pretty well. Our larger team meetings are very productive. There are just too many meetings on everyone's calendars from sometimes before the beginning of the day until after the day ends sometimes. We would benefit from less meetings and more white space to get things accomplish. With that said, the team definitely gets things done.

The team is great in coming together and working through tough issues as was seen through the way the team handled the Covid pandemic. Very focused on short-term actions that deliver rapid results which further fuels a bias-to-action mindset. There are possibly many opportunities to get more efficient in achieving the results and in a manner that can be repeated & improved over time.

Improving as the team is gradually focusing on data rather than just gut feelings

Given all that we have coped with this year I think we have moved mountains to achieve what we have. I often hear people saying they have never worked harder for less. I think we need constant reminders of how much more patience is required to work remotely and how much harder we have to work and communicate to get the simplest things done.

There is often conflict between the position of "safety first" and 'why aren't we driving more sales' that makes the true purpose of what we are trying to achieve confusing.

Organized to get things done; sometimes hard to get things done and we have to move slower as projects are quite complex and touch many areas.

Please describe the Team's current Productivity, or how efficiently and effectively the team gets work done.

## Comments

While the team is efficient, this is still an area of opportunity for us. Two drivers: 1) we've somehow become a company led by Legal, vs. by the business, with appropriate legal guidance. Too much unnecessary time being spent on legal implications/legal reviews of each action/decision/communication, slowing us down. Not how other public companies of our size and larger operate and 2) continued struggle to focus on what really matters. Need to determine which metrics best measure success against our objectives, and spend more time on rich discussions on how to improve or build for the future (vs deep diving on every possible data point).

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Results, budget and measurables are the teams strength - once aligned very efficient team

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This is an area of improvement - we do a lot of groupthink on areas that are really part of each executive roles and under their spans of control and expertise, which means the executive team uses a lot of our time together to focus on each other's "day jobs" vs exec level discussions. We also are very near term focused in our meetings and this needs to be balanced with mid and longer-term. I would also like to see us base our decision and discussions on data more often - and have discussions about topics when we have the data. I think we do a pretty good job here but there's always room for improvement. I do think our business strategies and decision making is sometimes restricted by moving too many things through a legal lens first - its the business leaders jobs to put strategies on the table that will accelerate where we want to go and its legal role afterward to assess risk and then we can determine if it's worth it - too often we start with legal first and a very conservative viewpoint and it can limit us that way - also our contracting etc is very slow and we need to be more agile here.

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While particularly strong during peak COVID-19 crisis, more of a mixed bag looking forward to 2021 and longer-term. In part this is a reflection of the ongoing strategic planning and 2021 plan/key initiatives exercises as well as impacts of the organizational "growth spurt" to be more data and process driven with clearer ownership/accountability by leaders.

## What does the Team need right now to achieve its full potential?

### Comments

A better understanding of the gaps for us as a team and as individuals between how we are (and how we work) today, and what excellence really looks like, and feels like. And then the commitment to take the right steps, some which will be very hard, to move closer to optimal.

Heightened trust and mutual appreciation.

Recognition that, despite all, we are very good at accomplishing big things together and being successful together.

More cohesiveness and understanding of what it will take to ensure success in 2021.

To figure out how better to work with each other in a COVID environment that has shut down the RSC. It's very hard to build a cohesive team when everyone is at a distance.

More time on our calendar, less meetings. The team would benefit from people doing a better job at listening and letting other voices be heard.

In addition to keeping laser focused on short-term levers, it will be important for a subset of the team to spend the right amount of time designing the blueprint for the enterprise 3 - 5 years out. This will enable us to create the assets required to tackle ever changing consumer behaviors and staying on-par/accelerating with respect to formidable competitors.

Time to mature and fully absorb the newer members

A calming hand. Respect for peoples knowledge and experience of this business, while acknowledging that there is always room for improvement, but everything that's new and different isn't always smarter and better. We are not broken and sometimes the frantic urgency given to things makes it feel like we are in a turn around.

Be open to new ideas

Clear 2021 strategies, plans and priorities... seems we are close.  
Finalized and aligned-upon longer term strategic plan, including growth/innovation priorities.  
Right-sized legal involvement.

Make sure it focuses on both today and the future. Find the balance. Dont get left behind. The consumer will always win.

Common well defined goals - not too many but the priority needs to be set

Alignment on strategic direction, top priority initiatives and ownership/accountability for projects.

What does the Team need right now to achieve its full potential?

## Comments

More decision making and responsibility moving to the SVP level and staying there, in the sense of where and how we manage our areas of responsibility and that's table stakes for those roles, and we raise the exec level interaction to be less about managing down and more about managing the business. We have a seasoned table of executives who are highly capable of managing their functions and day-to-day and we need to move away from spending our combined time as a team on that and move to exec level of business, discussions about near, mid and long-term strategies - less on the 70% of managing the business and much more on 30% (grow and disrupt). Said a more direct way - we are micro-managing each other and allowing ourselves to be micro-managed.



## About AIIR Consulting

AIIR Consulting is a global leadership development firm dedicated to improving people's lives through change. By combining evidence-based techniques, proprietary tools, and innovative coaching technology, AIIR empowers leaders to drive incredible business results.

To learn more, go to: [www.aiirconsulting.com](http://www.aiirconsulting.com)