












































Team Structure Report
Team Alignment Questionnaire
Sample Widget Manufacturing Inc.
Leadership Team
26-Nov-2002

	very unclear		moderately unclear		moderately clear		very clear	Team Clarity	Team Approval
Purpose			 1  1		 3  1	 1  1	 8	81%	83%
Values	 1	 1	 1  1	 2	 4	 4	 2	61%	78%
Vision		 1	 1  2	 1	 3	 4	 4	69%	82%
Goals			 1	 1	 2  3	 3	 6	79%	83%
Procedures			 1  2		 3  1	 4  1	 3  1	74%	66%
Roles		 1	 1		 1  2	 2	 6  3	82%	71%

Position = Clarity
 Countenance = Approval

Team Trust Report
Team Alignment Questionnaire
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	low				median				high	Team Trust Level
Openness	1		1	1	3	3	1	2	4	69%
Straight Forwardness	1			3	2	2	1	3	4	71%
Acceptance	1		1		1	3	3	1	6	76%
Reliability		1			1	1	4	3	6	83%

**Comments Report
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Question 1

Do team members have adequate knowledge of what other team members are doing?

Team Member

- There appear to be sub-groups which work independently from the whole group
- Quality, Engineering, Materials and Production have a better working knowledge of each other than some of the other support staff.
- Sometimes schedules do not allow us to meet as we would like to
- Depending on what interfaces are required to accomplish the task. However, I think some team members take for granted all of the behind-the-scenes administrative activities that allow the plant to accomplish its objectives.
- Not all projects are discussed in the weekly staff meetings that are held three times a week. So there are surprises.

Question 2

Is there gossip among team members?

Team Member

- Usually about the sub-groups
- There does not appear to be gossip among team members. But I do believe that unconsciously some team members have professional prejudices and biases against others.
- Team members often make comments behind the backs of individuals, instead of helping, or giving advice.
- Men and women are all cliquish.

Question 3

Overall, do people on the team respect each other's contribution?

Team Member

- Even when there are disagreements no one doubts that everyone has the same end results in mind.
- Especially among the floor support team members, but not as high among the office support team members.
- I HAVE NOT SEEN ANY DISRESPECT BETWEEN TEAM MEMBERS. BUT THAT IS NOT TO SAY IT DOESN'T EXIST.
- It has improved tremendously since we have begun these team building exercises.

Question 4

Can team members count on other team members to give support when they need it?

Team Member

- At a much higher level among floor support team members than among the other support.
- When backs are against the wall and we have a deadline to meet, everyone on the team will do whatever is necessary to help support the team.
- Significant improvement.

Question 5

Do team members exchange factual information?

Team Member

- On a 'need to know basis', if you're not part of a sub-group you don't get the information.
- Yes, but often only when asked.
- INFORMATION COMES TOO LATE
- Depends on what team members are involved
- I think this deserves a 4.5 response. Every effort is made to provide the facts.

Question 6

If team members are in disagreement, do they discuss the problem with one another?

Team Member

- The leadership team is extremely open to discussing any issues.
- This is pretty good, usually we get things out in the open relatively quickly.
- It depends on the team member. Some team members are more abrasive or harder to approach.
- Sometimes disagreements are discussed with others instead of coming to the individual, and other times its discussed with the individual.
- I do believe as our organization grows/matures we are getting better at discussing problems with one another
- again, I'd give this a 4.5. Tempers do fly at times and this is noted by those outside the office.

Question 7

In particular situations, does the person with the most skill and competence exercise leadership even if he or she is not formally in charge?

Team Member

- With all the high 'D's in this organization, skill and competence has little to with with leadership.
- Oftentimes, egos inhibit this exhibition of leadership.
- That is not allowed to happen with our team. Even if a team member knows NOTHING about it, they do not accept any help from someone who does.

Question 8

Do team members tend to keep the promises they make?

Team Member

- This is becoming more difficult as we become lean with our team. We may need a to review how work gets done and is it a plant action or a corporate action.
- Lots of pressure to keep your word.
- There have been cases where promises are unkept.
- Could do better.

Question 9

Do team members discuss their feelings and opinions with one another?

Team Member

- Many hours are spent with the team in formal and informal meetings sharing opions and feelings
- among sub-groups
- It depends on the individuals involved and their perception of each other.
- Most times, the discussion is not held with the appropriate person.
- Again, I think the team members are becoming comfortable discussing ones feelings
- Depends on what team members are involved