

the **aston** team performance inventory

Your Team Name
CODE

Your Organisation

Report Date

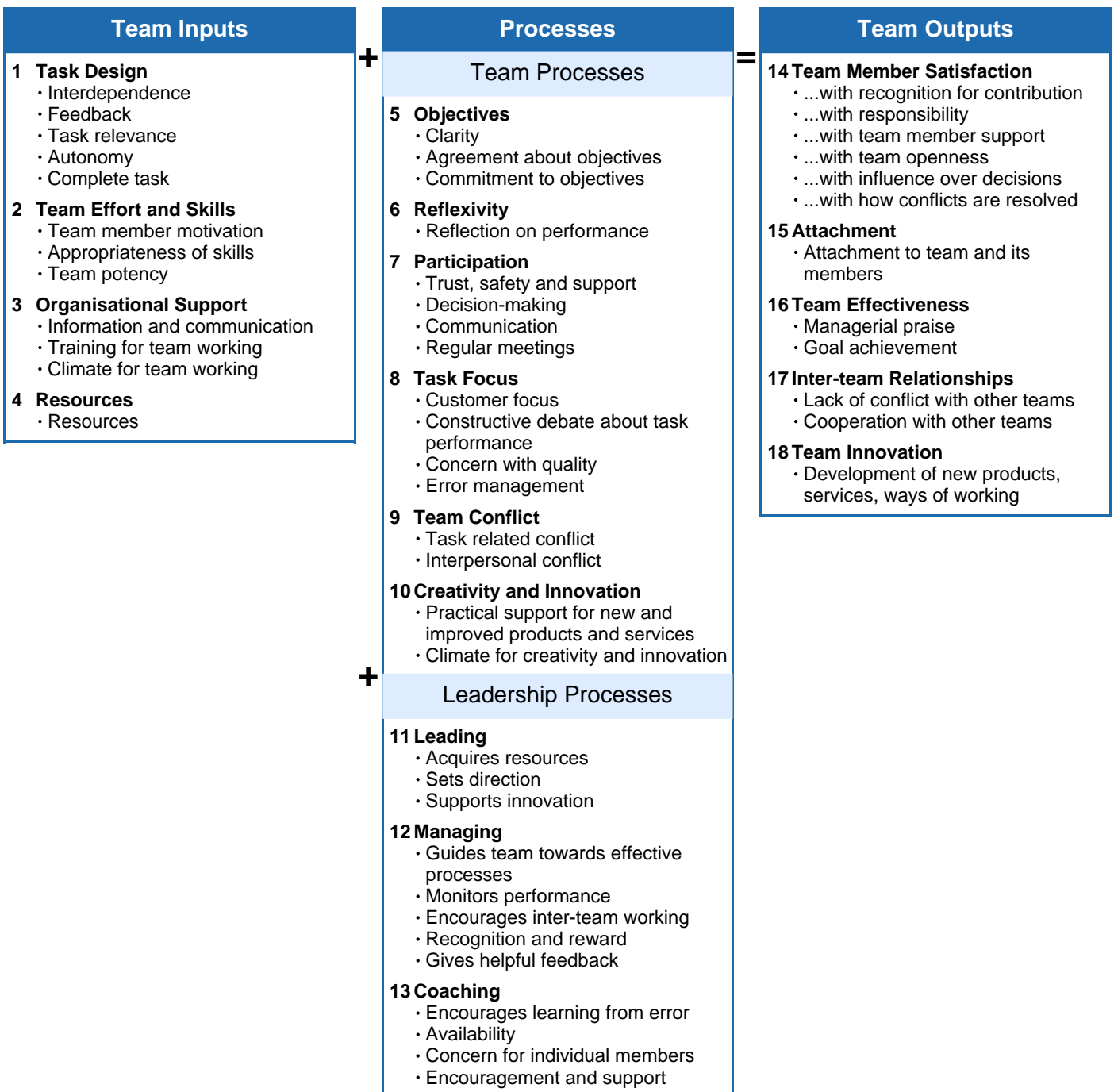


An overview of the Aston Team Performance Inventory

The ATPI measures the elements, dimensions and components that deliver effective performance at team and organisational levels.

The ATPI is used by teams that are performing well to enable them to develop further and sustain performance and it is also used by teams that are under-performing to identify why the team is not achieving its full potential.

The ATPI is a three-element model, comprising 18 dimensions. Each dimension is defined by the components which provide more detailed information about team effectiveness.



About the analysis

The report collates the views of those members of the team who have completed the ATPI questionnaire. The team members' answers are aggregated to produce a score for each element, dimension and component. These scores are then compared with scores from a representative sample of comparable teams (the norm group). The analysis calculates whether, in comparison to those other teams, the team's scores on each dimension are:

Well Below Average (WBA)	Below Average (BA)	Average (A)	Above Average (AA)	Well Above Average (WAA)
Bottom 9% of team scores	Next 24% of team scores	Middle 34% of team scores	Next 24% of team scores	Top 9% of team scores

For each dimension the report also shows the level of agreement in the views of team members who have completed the ATPI questionnaire. For each dimension the level of agreement is shown at one of the following levels:

Low Level Of Agreement	Moderate Level Of Agreement	High Level Of Agreement
SD greater than 1	SD between 0.5 and 1	SD below 0.5

Some important notes:

The report contains sensitive information and should be kept confidential to the team unless team members have given permission for wider distribution.

The report refers to 'your team's scores' however the results are only representative of your team to the extent that a representative number of team members completed the ATPI questionnaire and answered the questions frankly.

The software that produces this report applies rules to produce a narrative report based on the way in which team members have scored the team. The text has been carefully prepared to reflect the dimensions measured by the ATPI and no liability whatsoever for the way in which this information is used can be accepted by Aston Organisation Development Ltd.

About your team and the comparison group

This team report has been produced from information given by members of the Sample Team A through completion of the Aston Team Performance Inventory. It is intended to support the development of effective team working.

Valid responses were received from 13 team members.

Your team has been compared with other teams which are defined as Clinical Service Teams.

(NG03 S.S1 Clinical Service to 320 08.01.09)

Team Overview

	<i>Dimension</i>	1	2	3	4	5	<i>Agreement</i>
Team Inputs	1 Task Design						high
	2 Team Effort and Skills						moderate
	3 Organisational Support						moderate
	4 Resources						moderate
Team Processes	5 Objectives						moderate
	6 Reflexivity						moderate
	7 Participation						moderate
	8 Task Focus						moderate
	9 Team Conflict						moderate
	10 Creativity and Innovation						moderate
Leadership Processes	11 Leading						moderate
	12 Managing						moderate
	13 Coaching						moderate
Team Outputs	14 Team Member Satisfaction						low
	15 Attachment						moderate
	16 Team Effectiveness						moderate
	17 Inter-team Relationships						moderate
	18 Team Innovation						moderate

- your team
- range of responses
- comparison group

Team Inputs

Overall, your team has scores that are in the **average** range on dimensions that measure **Team Inputs**

<i>Response Scale</i>	1	2	3	4	5	<i>Mean</i>
your team				◆		3.55
comparison group			◇			3.55

1 Task Design

Overall dimension score: **average**

Level of agreement: **high**

<i>Response Scale</i>	1	2	3	4	5	<i>Mean</i>
your team				◆		3.75
comparison group			◇			3.74

The components that make up the Task Design dimension are:

	<i>WBA</i>	<i>BA</i>	<i>A</i>	<i>AA</i>	<i>WAA</i>
Interdependence					
Feedback					
Task relevance					
Autonomy					
Complete task					

Team members report that the team has a moderately complete and challenging task to perform which is seen to be somewhat relevant to the overall aims of the organisation. Team members need to work interdependently however, the team does not appear to have much autonomy to decide how its work is carried out. Team members receive high levels of feedback about team performance.

2 Team Effort and Skills

Overall dimension score: **average**

Level of agreement: **moderate**

<i>Response Scale</i>	1	2	3	4	5	<i>Mean</i>
your team				◆		3.63
comparison group			◇			3.72

The components that make up the Team Effort and Skills dimension are:

	<i>WBA</i>	<i>BA</i>	<i>A</i>	<i>AA</i>	<i>WAA</i>
Team member motivation					
Appropriateness of skills					
Team potency					

The team has some of the skills required to achieve the team task and team members are moderately confident that the team will be successful. Individual team members report moderate levels of motivation.

3 Organisational Support

Overall dimension score:
average

Level of agreement:
moderate

<i>Response Scale</i>	1	2	3	4	5	<i>Mean</i>
your team			◆			3.50
comparison group			◇			3.33

The components that make up the Organisational Support dimension are:

	<i>WBA</i>	<i>BA</i>	<i>A</i>	<i>AA</i>	<i>WAA</i>
Information and communication					
Training for team working					
Climate for team working					

Team members report that the organisational climate is generally supportive of team working and they appear to have some access to training for team working. Team members appear to be satisfied with the way in which they receive information and are listened to by management.

4 Resources

Overall dimension score:
below average

Level of agreement:
moderate

<i>Response Scale</i>	1	2	3	4	5	<i>Mean</i>
your team			◆			2.50
comparison group			◇			2.88

The components that make up the Resources dimension are:

	<i>WBA</i>	<i>BA</i>	<i>A</i>	<i>AA</i>	<i>WAA</i>
Resources					

Team members have little confidence that the team has the necessary resources to achieve the team task.

Processes - Team Processes

Overall, your team has scores that are in the **average** range on dimensions that measure **Team Processes**

<i>Response Scale</i>	1	2	3	4	5	<i>Mean</i>
your team				◆		3.57
comparison group			◇			3.47

5 Objectives

Overall dimension score:
above average

Level of agreement:
moderate

<i>Response Scale</i>	1	2	3	4	5	<i>Mean</i>
your team				◆		3.90
comparison group			◇			3.67

The components that make up the Objectives dimension are:

WBA **BA** **A** **AA** **WAA**

Clarity					
Agreement about objectives					
Commitment to objectives					

There appears to be some clarity of team objectives and team members appear to believe that there is agreement about what these objectives are. Team members report good levels of commitment to the team's objectives.

6 Reflexivity

Overall dimension score:
above average

Level of agreement:
moderate

<i>Response Scale</i>	1	2	3	4	5	<i>Mean</i>
your team				◆		3.52
comparison group			◇			3.29

The components that make up the Reflexivity dimension are:

WBA **BA** **A** **AA** **WAA**

Reflection on performance					
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The team takes time out to review its objectives and the ways in which the team is working to achieve these objectives.

7 Participation

Overall dimension score:
average

Level of agreement:
moderate

<i>Response Scale</i>	1	2	3	4	5	<i>Mean</i>
your team				◆		3.56
comparison group			◇			3.61

The components that make up the Participation dimension are:

	<i>WBA</i>	<i>BA</i>	<i>A</i>	<i>AA</i>	<i>WAA</i>
Trust, safety and support					
Decision-making					
Communication					
Regular meetings					

The team appears to meet regularly. Team members report that they have some involvement in decision-making and there appears to be some effective communication between team members about work issues. There appears to be some trust, safety and support within the team.

8 Task Focus

Overall dimension score:
below average

Level of agreement:
moderate

<i>Response Scale</i>	1	2	3	4	5	<i>Mean</i>
your team				◆		3.53
comparison group			◇			3.79

The components that make up the Task Focus dimension are:

	<i>WBA</i>	<i>BA</i>	<i>A</i>	<i>AA</i>	<i>WAA</i>
Customer focus					
Constructive debate about task performance					
Concern with quality					
Error management					

The team does not appear to be focussed on the needs of the client or customer and team members report that the team demonstrates little concern for quality. The team occasionally engages in constructive debate about working practices and there is some evidence that team members share learning from errors and mistakes.

9 Team Conflict

Overall dimension score:
average

Level of agreement:
moderate

<i>Response Scale</i>	1	2	3	4	5	<i>Mean</i>
your team			◆			2.67
comparison group		◇				2.48

The components that make up the Team Conflict dimension are:

	<i>WBA</i>	<i>BA</i>	<i>A</i>	<i>AA</i>	<i>WAA</i>
Task related conflict					
Interpersonal conflict					

Team members report some conflict about how the team's task should be performed and there appears to be a good deal of interpersonal conflict between team members.

10 Creativity and Innovation

Overall dimension score:
average

Level of agreement:
moderate

<i>Response Scale</i>	1	2	3	4	5	<i>Mean</i>
your team				◆		3.48
comparison group			◇			3.61

The components that make up the Creativity and Innovation dimension are:	<i>WBA</i>	<i>BA</i>	<i>A</i>	<i>AA</i>	<i>WAA</i>
Practical support for new and improved products and services					
Climate for creativity and innovation					

The team climate is reported to be moderately supportive of creativity and innovation with team members sometimes offering practical support to each other to develop new ideas or ways of working.

Processes - Leadership Processes

Overall, your team has scores that are in the **above average** range on dimensions that measure **Leadership Processes**

<i>Response Scale</i>	1	2	3	4	5	<i>Mean</i>
your team				◆		3.94
comparison group				◇		3.74

11 Leading

Overall dimension score:
above average

Level of agreement:
moderate

<i>Response Scale</i>	1	2	3	4	5	<i>Mean</i>
your team				◆		3.99
comparison group				◇		3.62

The components that make up the Leading dimension are:

	<i>WBA</i>	<i>BA</i>	<i>A</i>	<i>AA</i>	<i>WAA</i>
Acquires resources					
Sets direction					
Supports innovation					

The team leader is seen to be somewhat effective in acquiring the resources required by the team and they are reported to provide clear direction in relation to expected team performance. The team leader is seen to be supportive of team members' ideas for new ways of working.

12 Managing

Overall dimension score:
above average

Level of agreement:
moderate

<i>Response Scale</i>	1	2	3	4	5	<i>Mean</i>
your team				◆		3.92
comparison group				◇		3.63

The components that make up the Managing dimension are:

	<i>WBA</i>	<i>BA</i>	<i>A</i>	<i>AA</i>	<i>WAA</i>
Guides team towards effective processes					
Monitors performance					
Encourages inter-team working					
Recognition and reward					
Gives helpful feedback					

Team members report that there is a moderate level of coordination of both work activities and contributions from individual team members and the team leader appears to perform regular checks on the progress and quality of work. The team leader shows some recognition for extra effort and occasionally rewards good performance and they also regularly provide helpful feedback which enables individual improvement. Team members report that they are encouraged to work collaboratively with other teams.

13 Coaching

Overall dimension score:
average

Level of agreement:
moderate

<i>Response Scale</i>	1	2	3	4	5	<i>Mean</i>
your team				◆		3.92
comparison group				◇		3.82

The components that make up the Coaching dimension are:	<i>WBA</i>	<i>BA</i>	<i>A</i>	<i>AA</i>	<i>WAA</i>
Encourages learning from error					
Availability					
Concern for individual members					
Encouragement and support					

The team leader appears to be occasionally available to team members and generally treats team members as individuals with different needs, abilities and aspirations. When the team has a difficult or stressful task, the team leader provides moderate levels of encouragement and support. They also encourage the team to look at problems from a different perspective and to learn from mistakes.

Team Outputs

Overall, your team has scores that are in the **average** range on dimensions that measure **Team Outputs**

<i>Response Scale</i>	1	2	3	4	5	<i>Mean</i>
your team						3.31
comparison group						3.43

14 Team Member Satisfaction

Overall dimension score:
below average

Level of agreement:
low

<i>Response Scale</i>	1	2	3	4	5	<i>Mean</i>
your team						3.37
comparison group						3.62

The components that make up the Team Member Satisfaction dimension are:

	<i>WBA</i>	<i>BA</i>	<i>A</i>	<i>AA</i>	<i>WAA</i>
...with recognition for contribution					
...with responsibility					
...with team member support					
...with team openness					
...with influence over decisions					
...with how conflicts are resolved					

Team members are not satisfied with the recognition they receive from colleagues for their contribution to the team or with the level of support they receive from the rest of the team. Team members feel that there is some openness within the team and they are moderately satisfied with the way in which conflicts are resolved. Team members are moderately satisfied with the amount of responsibility they are given and with the level of influence they have over decisions relating to the team.

15 Attachment

Overall dimension score:
below average

Level of agreement:
moderate

<i>Response Scale</i>	1	2	3	4	5	<i>Mean</i>
your team						3.59
comparison group						3.92

The components that make up the Attachment dimension are:

	<i>WBA</i>	<i>BA</i>	<i>A</i>	<i>AA</i>	<i>WAA</i>
Attachment to team and its members					

Team members report low levels of attachment to the team and to their team colleagues; this suggests that they are not very motivated to remain within the team in the future.

16 Team Effectiveness

Overall dimension score:
average

Level of agreement:
moderate

<i>Response Scale</i>	1	2	3	4	5	<i>Mean</i>
your team			◆			2.75
comparison group			◇			2.85

The components that make up the Team Effectiveness dimension are:

	<i>WBA</i>	<i>BA</i>	<i>A</i>	<i>AA</i>	<i>WAA</i>
Managerial praise					
Goal achievement					

The team is sometimes told that it is achieving its goals and team members do sometimes receive praise about performance from managers or others outside of the team.

17 Inter-team Relationships

Overall dimension score:
above average

Level of agreement:
moderate

<i>Response Scale</i>	1	2	3	4	5	<i>Mean</i>
your team			◆			3.47
comparison group			◇			3.22

The components that make up the Inter-team Relationships dimension are:

	<i>WBA</i>	<i>BA</i>	<i>A</i>	<i>AA</i>	<i>WAA</i>
Lack of conflict with other teams					
Cooperation with other teams					

The team generally has cooperative relationships with other relevant teams within the organisation and there appears to be little conflict or disagreement with other teams.

18 Team Innovation

Overall dimension score:
average

Level of agreement:
moderate

<i>Response Scale</i>	1	2	3	4	5	<i>Mean</i>
your team			◆			3.48
comparison group			◇			3.49

The components that make up the Team Innovation dimension are:

	<i>WBA</i>	<i>BA</i>	<i>A</i>	<i>AA</i>	<i>WAA</i>
Development of new products, services, ways of working					

Team members report that the team occasionally introduces new products, services and ways of working.

Summary

The following spider diagram shows how your team performed as a whole across Team Inputs; Processes (Team and Leadership); Team Outputs in relation to the comparison group.

