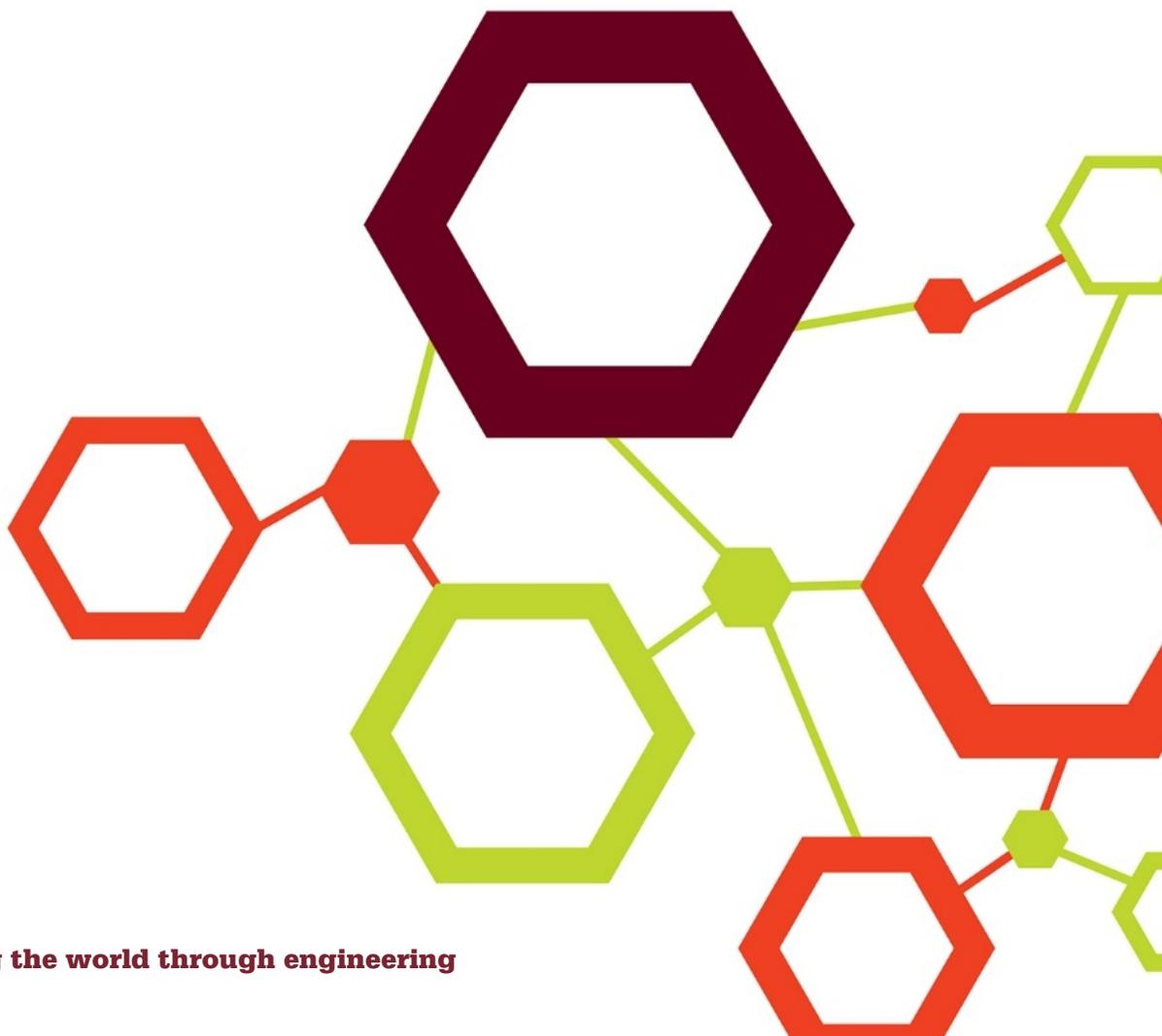


# TEAM PERFORMANCE DIAGNOSTIC

## LEARNING & DEVELOPMENT

Institution of  
MECHANICAL  
ENGINEERS

Report produced for sample



# INTRODUCTION TO LEARNING & DEVELOPMENT

The Institution of Mechanical Engineers is a forward-looking, campaigning professional engineering organisation. We work with leading companies, universities and think tanks, to create and share knowledge about all aspects of engineering. Our commitment to building and continuously developing skills and knowledge places Learning and Development at the core of the Institution.

We believe that continuous learning and professional development will strengthen you, your company and contribute to our vision of “Improving the world through Engineering”.

To support this, we offer a range of learning and development solutions that focus on the needs of the individual, the team and the business. Whether those needs are technical, personal, interpersonal or commercial; we have applied these solutions over many years in our work with national and international companies in engineering and non-engineering organisations.

Our Learning and Development solutions can be offered in a number of flexible ways to suit your particular needs and include:

- Performance Diagnostic tools – a range of tools to provide team and individual insight and clarify strengths and development needs.
- Tailored programmes for businesses – from entry level to senior leaders, we will create customised programmes to meet specific organisation’s needs and budgets.
- Open courses – designed to meet the needs of individuals working towards professional registration

For more information, please contact us at:

Phone: +44 (0)20 7304 6907

Email: [training@imeche.org](mailto:training@imeche.org)

Web: [www.imeche.org/training](http://www.imeche.org/training)

# INTERPRETING YOUR REPORT

## HOW TO USE THE TPD REPORT

Your TPD report provides you with specific information and data summarising your views and the views of other team members across 11 indicators of team performance. It also includes practical and immediately applicable suggestions for prioritizing your team development needs, focussing on the 5 questions that produced the lowest results.

Remember that the views represented and the feedback given will be subjective. Some you may agree with, others you may not. That is ok. The value in the report is the information it provides and the insights it gives you into how the team are thinking. We encourage you to share the report in full with your team, discuss the content, and agree improvement actions. It is also very important that actions are followed through and results measured so that you can assess the team's progress.

You and your team responded to 84 questions relating to the way the team operates and each question is attached to one of the eleven TPD indicators. The scale for all questions is as follows:

	Strongly Agree
	Agree
	Neither Agree Nor Disagree
	Disagree
	Strongly Disagree

In all questions, Strongly Agreeing represents a positive response and will result in a higher average.

The report begins with a "top level" summary and then drills down to the detail on each indicator.

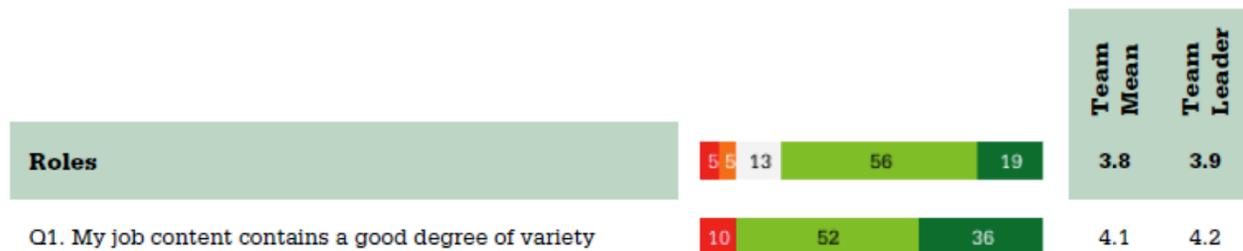
## SUMMARY REPORTS

The summary page indicates the average responses of your team and compares them with the TPD norm line (compiled from over 10,000 responses representing a variety of international organisations) and the Team Leaders response. The Team leader response shows the difference between the Team Member and the Team Leader response. If the Team Leader bar moves to the left, this means that the average response by the Team Leader is lower than the average response of the Team Member.

The summary of responses is then represented in a "Johari" window format. The Johari window is a model developed by Joseph Luft and Harry Ingham as a useful tool for increasing self - awareness and understanding group dynamics). Here you can see where the key differences occur, using the TPD norm line as the benchmark, you can start to understand the similarities and differences in opinions.

## INDICATOR SUMMARIES

There are 11 pages detailing the team and team leader responses for each indicator. Each page details the responses given by each team member by question. The output is as follows:



The above excerpt is sample data and does not represent information provided by you or your team. The data shows that across the indicator for “Roles” – 19% of responses strongly agreed, the Team Mean was 3.8 and Team Leader Mean was 3.9. Therefore, the Team Leader views this indicator more positively than Team Members, though at 0.1 it is a very small difference.

At question level, the coloured bars represent percentages, therefore in the above example 52% of team members scored “Agree” for Roles question 1.

The Team Mean and the Team Leader’s results are the numeric scores with a minimum score of 1 (Strongly Disagree) and a maximum of 5 (Strongly Agree).

If the Team Leader answers a question 0.5 points or higher than the team, the score will be shown in green. If the Team Leader answers 0.5 points lower than the team, the score will be shown in red.

## DEVELOPMENT SUGGESTIONS

Your TPD report includes development suggestions that have been provided by a professional development expert. We have selected the five questions with the lowest Team Member mean and provided some suggestions to support your action planning. The development suggestions are generic and not tailored to your organisation.

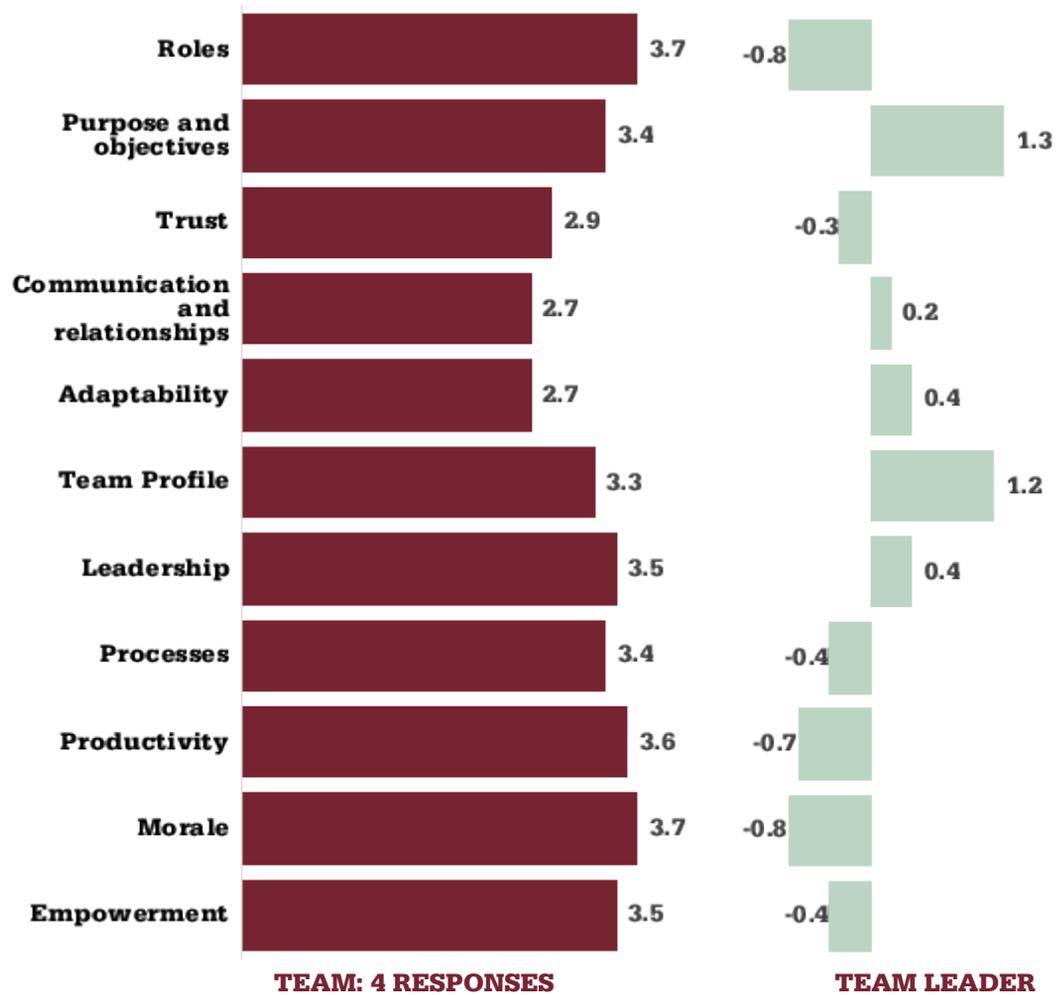
## COMMENTS – STOP, START AND CONTINUE

The final pages in your report provide comments which have been provided by your team regarding what your team should Stop, Start and Continue doing. When reading the comments, you may think you can identify specific team members from the language or phrases they use. Remember this report is anonymous and “guessing” may be inaccurate and unhelpful. All comments are provided verbatim and have not been edited.

# SUMMARY OF INDICATORS

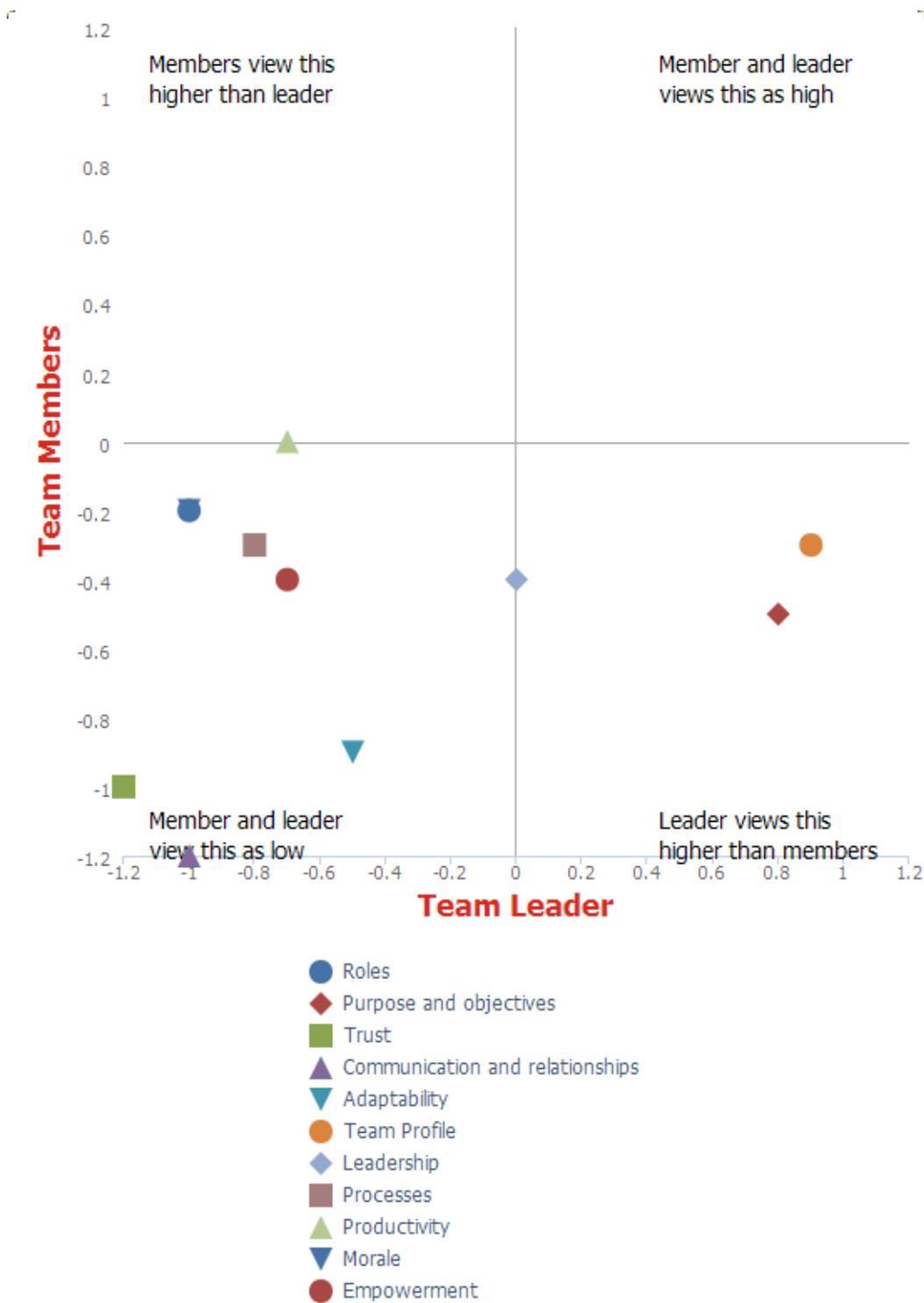
## TEAM AND TEAM LEADER

This graph shows the average scores of all team members against the team performance indicators and provides a simple view of the priorities for team development – the lower the bar the higher the priority. The Team Leader response shows whether the team leader scores the indicator higher or lower than the team.



# THE JOHARI WINDOW

This graph shows how the team and team leader have scored each indicator compared with the TPD norm. The TPD norm consists of all other teams in the TPD database.



# INDICATOR SUMMARY

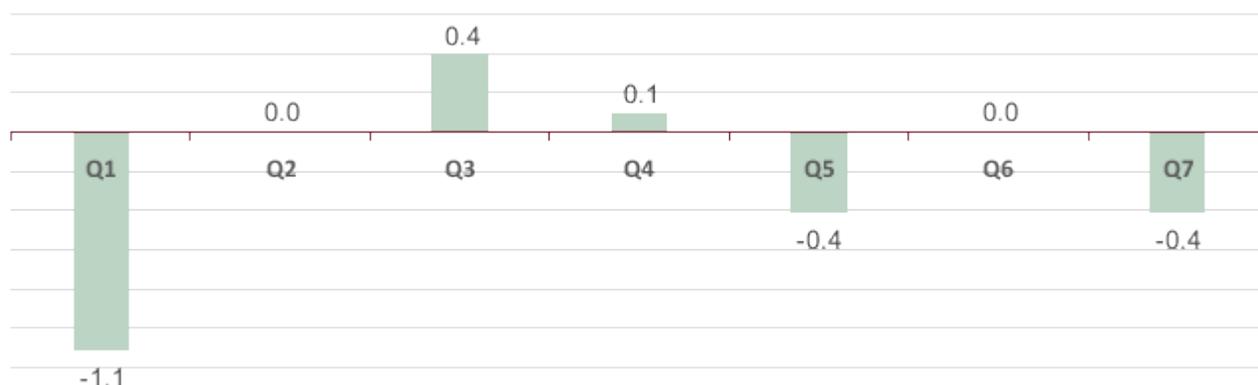
## Roles

This describes the extent to which people understand both their own and other team members' roles. The degree of flexibility within the team, preparedness to help each other and whether work is resourced according to individuals' capabilities, skills and capacity.

Roles	3	14	7	60	14	Team Mean	Team Leader
Q1. My job content contains a good degree of variety	25	25	25	25		3.0	4.0
Q2. Even if our jobs are different team members help each other				75	25	4.3	2.0
Q3. When a key person is away workload is manageable	25		50	25		3.8	1.0
Q4. Roles, boundaries and responsibilities in the team are clear	25			75		3.8	2.0
Q5. It is clear to me what other team members are doing	25			75		3.5	4.0
Q6. When I need something I know who in the team is most likely to be able to help				75	25	4.3	5.0
Q7. The team structure is well defined which enables us to work together effectively	25	25		50		3.3	2.0

## BENCHMARKING AGAINST THE TPD NORM

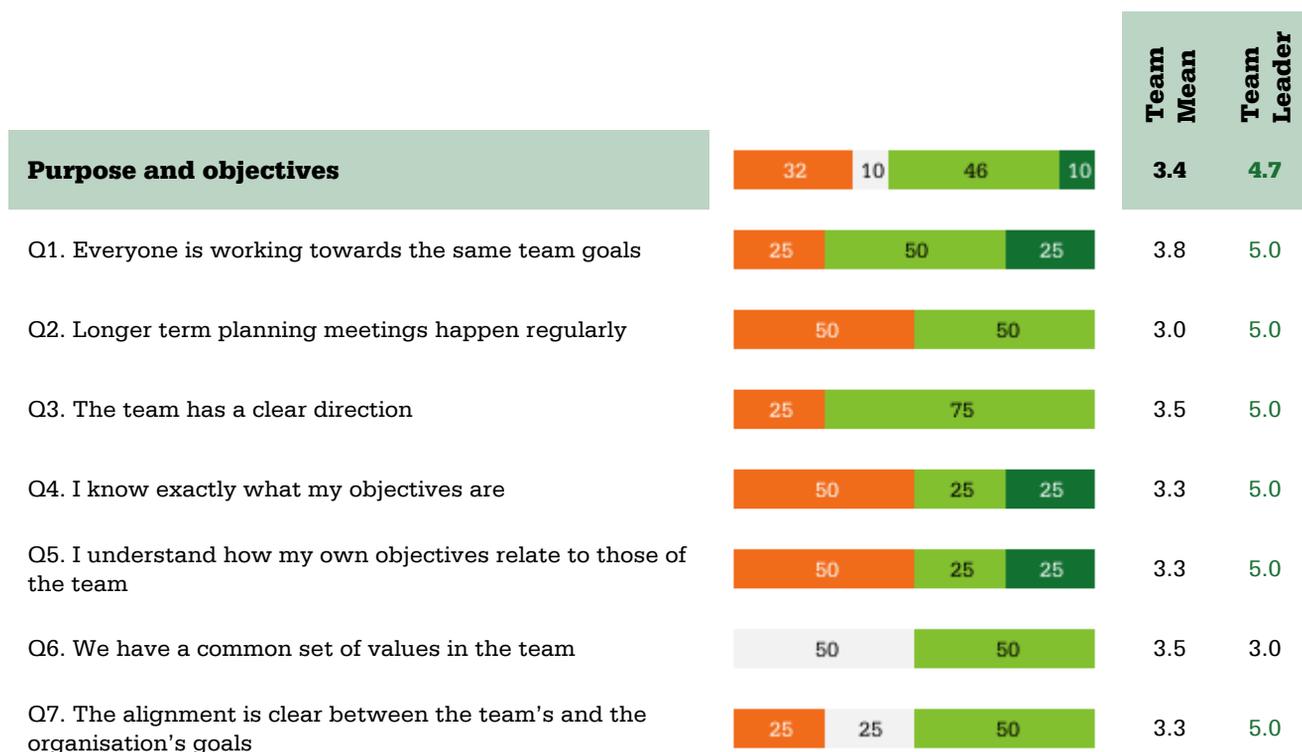
This indicates how your team have scored against the full TPD database for this indicator. A positive result means your team score is above the TPD norm line.



# INDICATOR SUMMARY

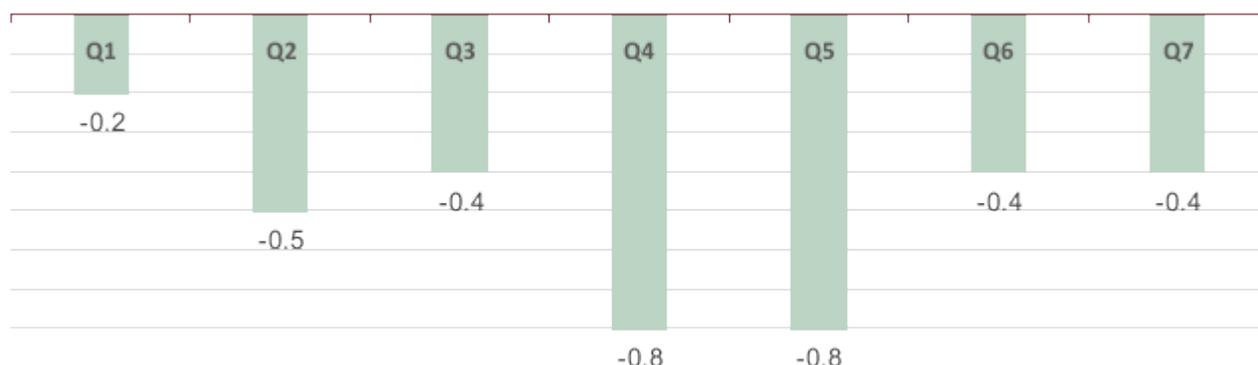
## Purpose and objectives

This Indicator shows whether the team has clearly defined objectives and a common understanding of its overall purpose. The extent to which team members understand their own objectives, the way in which they contribute to achieving the team's goals and how their team's goals fit into the Organisation's goals – a clear “line of sight”.



## BENCHMARKING AGAINST THE TPD NORM

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# INDICATOR SUMMARY

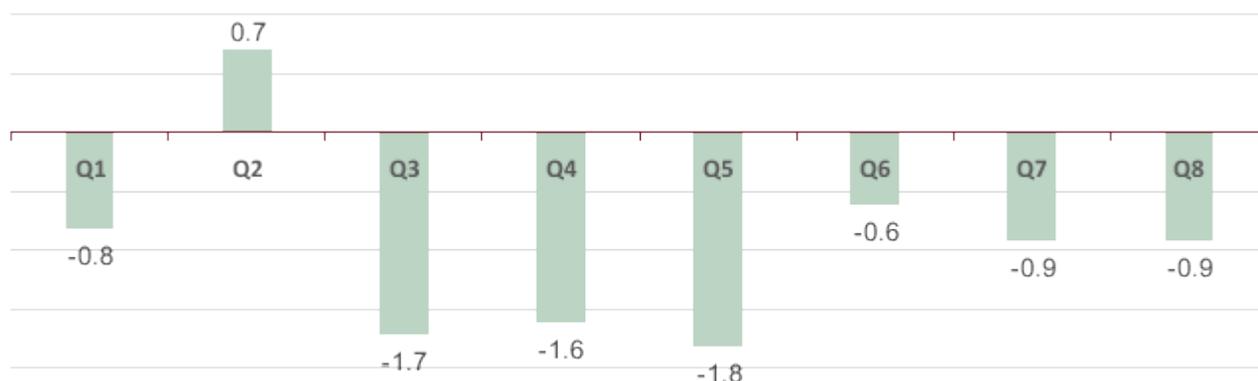
## Trust

A high score on this Indicator suggests that Team members trust one another. They are open with each other and are able to confront any issues that may arise and resolve conflicts effectively. Team members feel able to rely on one another's competence and know that colleagues will complete their tasks on time wherever possible. Individuals don't hide mistakes and support one another when things go wrong.

		Team Mean	Team Leader
<b>Trust</b>		<b>2.9</b>	<b>2.6</b>
Q1. Team members openly share their feelings with others in the team		3.0	4.0
Q2. Conflict is managed well within this team		4.3	4.0
Q3. Team members admit openly to their mistakes		2.0	1.0
Q4. There are no factions/subgroups within the team		2.0	2.0
Q5. We value our differences		2.3	2.0
Q6. All members of the team are capable and competent		3.5	2.0
Q7. Disagreements within the team are resolved satisfactorily		2.8	2.0
Q8. I feel able to ask other team members for their help when I need it		3.5	4.0

## BENCHMARKING AGAINST THE TPD NORM

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# INDICATOR SUMMARY

## Communication and relationships

This describes the extent to which relationships between team members are strong. The extent to which they listen to and respect each other's views and proactively share information as it's needed. Do team members co-operate effectively with one another and give each other appropriate, useful feedback aimed at improving individual and team performance.

		Team Mean	Team Leader
<b>Communication and relationships</b>		<b>2.7</b>	<b>2.9</b>
Q1. There is a strong sense of loyalty between members of the team		2.5	3.0
Q2. I regularly receive feedback from other team members		3.0	2.0
Q3. I feel supported by other team members		3.5	2.0
Q4. Team members listen to me and my ideas		2.8	2.0
Q5. I communicate regularly with all team members including those that may work remotely from me		2.8	5.0
Q6. As a team we receive regular business updates from our team leader		1.8	5.0
Q7. Team members share information with me without the need for me to chase them		2.8	1.0

## BENCHMARKING AGAINST THE TPD NORM

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# INDICATOR SUMMARY

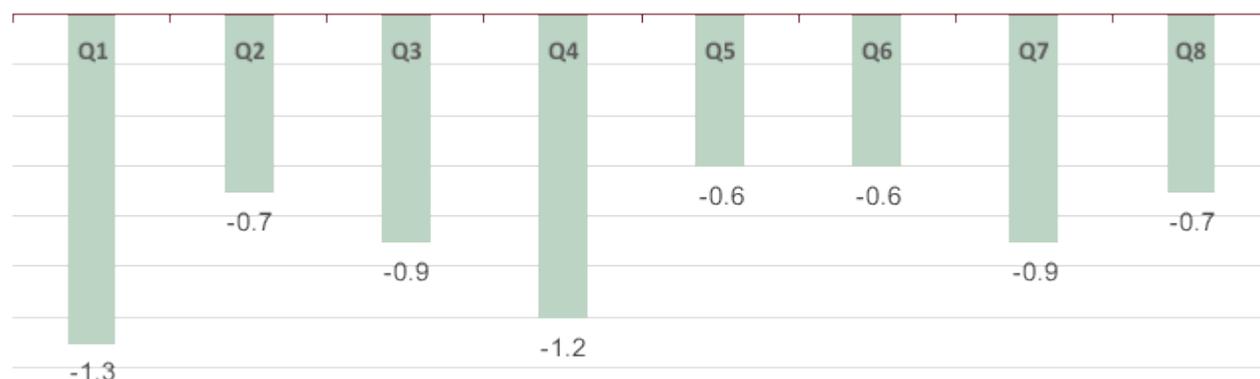
## Adaptability

This Indicator shows whether the team is open to change and willing to take risks where appropriate. Also, whether investment, in terms of time and money, is made in both the team and individuals to help with adapting to changing circumstances.

			Team Mean	Team Leader			
<b>Adaptability</b>	9	43	21	15	9	<b>2.7</b>	<b>3.1</b>
Q1. Personal development is taken seriously	25	50	25			2.5	2.0
Q2. We spend the right amount of time/money on team building and team development		75	25			2.3	4.0
Q3. I feel my skills and experience are used appropriately in this team		50	25	25		3.0	4.0
Q4. Our team often challenges the way things are done		75		25		2.5	1.0
Q5. As a team we take appropriate risks	25	50	25			3.0	4.0
Q6. We utilise a process for actively seeking new ideas		50	25	25		2.8	4.0
Q7. Team members are not resistant to change	50		25	25		2.8	2.0
Q8. I feel involved in changes taking place within the team	25	50	25			3.0	4.0

## BENCHMARKING AGAINST THE TPD NORM

This indicates how your team have scored against the full TPD database for this indicator. A positive result means your team score is above the TPD norm line.



# INDICATOR SUMMARY

## Team Profile

A high score on this Indicator suggests that the team has strong communication channels with other parts of the organisation and external customers and suppliers. The team has a positive image externally and internally.

				Team Mean	Team Leader	
<b>Team Profile</b>	31	25	31	12	<b>3.3</b>	<b>4.5</b>
Q1. We have a positive relationship with other teams	75		25		2.5	5.0
Q2. As a team, we manage our profile well within the broader organisation	25	75			2.8	4.0
Q3. We are good at listening to our internal and external customers	75		25		2.5	3.0
Q4. We have a positive influence on the rest of the organisation	25	50	25		3.3	5.0
Q5. Information flows freely between our team and other teams	25	75			3.5	5.0
Q6. I understand the organisation's structure	50	25	25		3.8	5.0
Q7. Our team is recognised and valued by other teams in the organisation	50	50			4.5	4.0
Q8. We have a good awareness of what other teams are doing	25	25	50		3.3	5.0

## BENCHMARKING AGAINST THE TPD NORM

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# INDICATOR SUMMARY

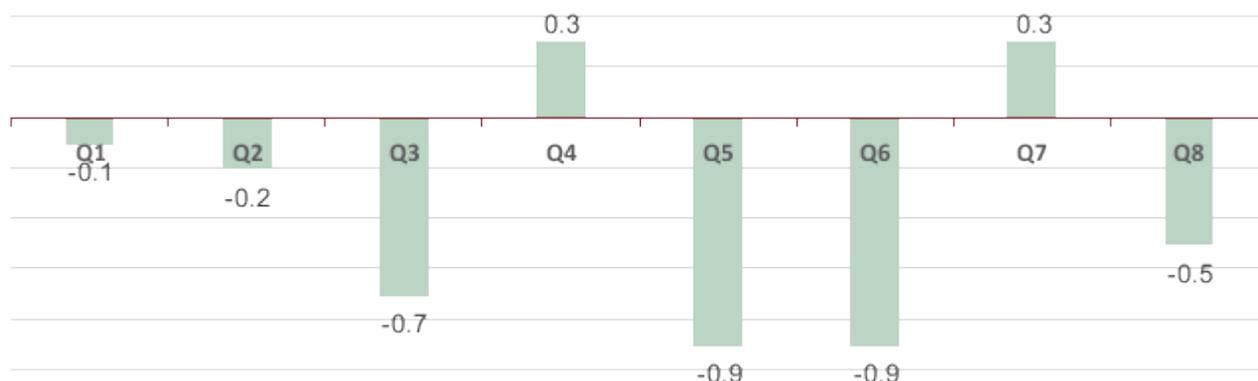
## Leadership

This describes the extent to which the team leader / manager motivates and empowers the team, communicates clearly, provides support and direction as required and gives feedback to team members as appropriate.

			Team Mean	Team Leader		
<b>Leadership</b>	3 12	28	43	12	<b>3.5</b>	<b>3.9</b>
Q1. The team receives the right amount of feedback from the team leader	25		75		3.8	5.0
Q2. Our team leader has a flexible leadership style and can vary his/her approach as the situation demands	25		75		3.8	5.0
Q3. Our team leader takes an interest in what team members are doing	25	25	25	25	3.5	1.0
Q4. We are organised to make the best use of our resources		50	25	25	3.8	3.0
Q5. I receive appropriate coaching when taking on tasks	25		75		2.5	5.0
Q6. I feel valued by my team leader	50		25	25	3.3	2.0
Q7. Our team leader is able to balance the needs of the team with getting the job done			75	25	4.3	5.0
Q8. I feel inspired after meetings with my team leader	25	25		50	3.3	5.0

## BENCHMARKING AGAINST THE TPD NORM

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# INDICATOR SUMMARY

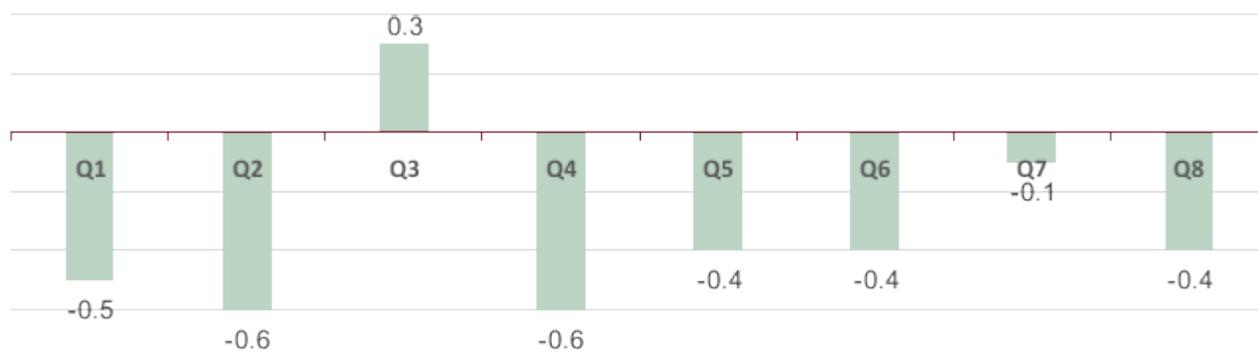
## Processes

This Indicator shows whether the team has developed processes that contribute to achieving the team's objectives without being bureaucratic. It also shows whether the team plans and reviews its work effectively and decisions are made at the right time by the right people.

Processes	28	21	28	21	Team Mean	Team Leader
Q1. We learn from our mistakes	25	25	25	25	3.5	3.0
Q2. We are good at questioning the way we work	50		25	25	3.3	2.0
Q3. Our team procedures and processes enable us to get things done effectively	25		50	25	3.8	4.0
Q4. We conduct regular process reviews	50	25		25	2.8	2.0
Q5. In the team decisions are made by the right people	25	25	25	25	3.5	5.0
Q6. Team members take responsibility for solving problems		50	25	25	3.8	3.0
Q7. We are asked for our input before decisions are made	25	25	25	25	3.5	4.0
Q8. My opinion is always heard and considered	25	25	25	25	3.5	1.0

## BENCHMARKING AGAINST THE TPD NORM

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# INDICATOR SUMMARY

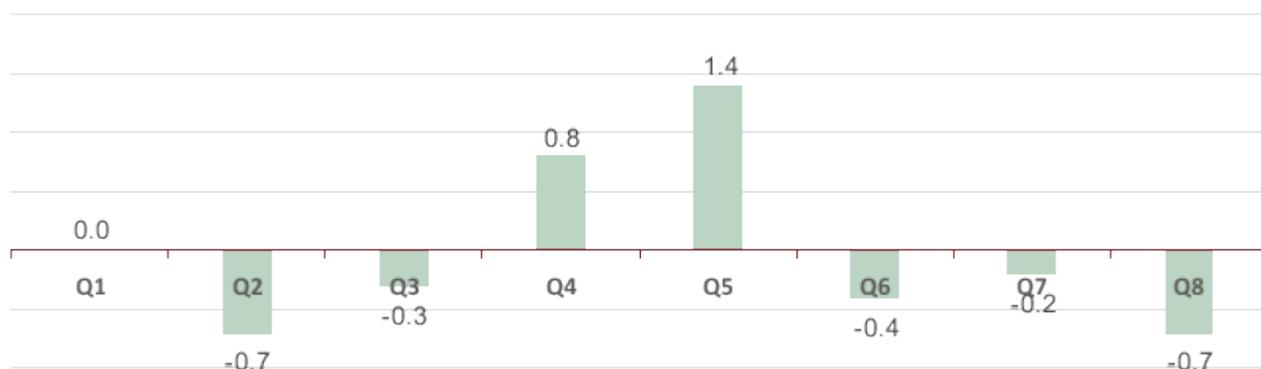
## Productivity

A high score on this Indicator suggests that the team gets results. It achieves its targets and manages the balance between quality and quantity. There is a feeling of mutual accountability for the achievement of objectives and targets. Customer (internal or external) feedback is positive.

		Team Mean	Team Leader
<b>Productivity</b>	6 15 12 46 18	<b>3.6</b>	<b>2.9</b>
Q1. There is strong focus on hitting our team objectives	25 25 50	4.0	5.0
Q2. We work well together in order to meet our objectives	25 25 50	3.3	1.0
Q3. Credit and recognition is given to those that deserve it	25 25 25 25	3.5	2.0
Q4. We rarely receive complaints from 'customers' (internal/external)	75 25	4.3	5.0
Q5. I feel it would be difficult for us to achieve more than we already do as a team	50 50	4.5	2.0
Q6. We always celebrate our achievements	25 25 50	2.8	4.0
Q7. We all work together to put things right when there is a problem	25 75	3.8	2.0
Q8. We rarely get caught up in a last minute rush because we plan well	25 25 25 25	2.5	2.0

## BENCHMARKING AGAINST THE TPD NORM

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# INDICATOR SUMMARY

## Morale

This describes the extent to which there is a strong team spirit and a feeling of belonging within the team. The extent to which members enjoy working together and support and value one another.

					Team Mean	Team Leader
<b>Morale</b>	9	21	56	12	3.7	2.9
Q1. Team spirit is high	25	25	25	25	3.5	2.0
Q2. I enjoy coming to work	25		75		3.8	4.0
Q3. Stress levels are manageable	25		50	25	4.0	2.0
Q4. Team members are committed to the team and often go the extra mile	25	25	50		3.3	1.0
Q5. We support and appreciate each other in this team			75	25	4.3	2.0
Q6. I feel valued			100		4.0	3.0
Q7. When something goes wrong I know that my team and my leader will support me in putting it right	25	50	25		3.0	5.0
Q8. At work I have the opportunity to do what I do best	25		50	25	4.0	4.0

## BENCHMARKING AGAINST THE TPD NORM

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# INDICATOR SUMMARY

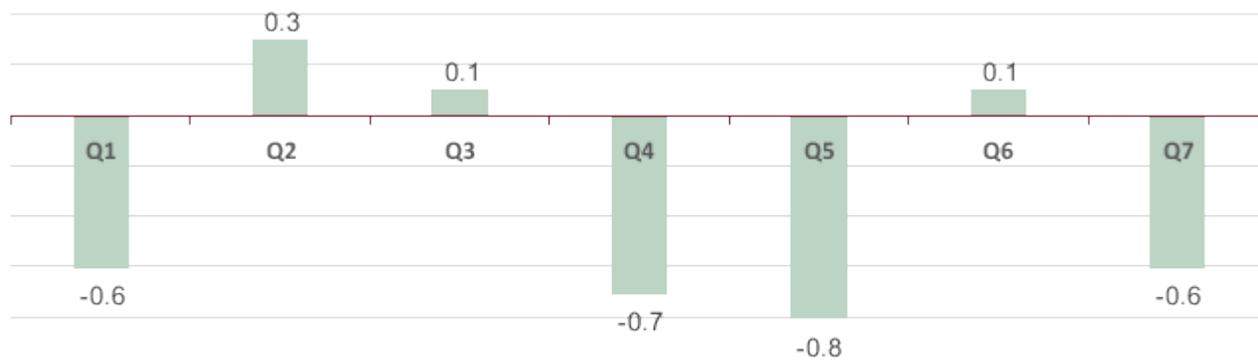
## Empowerment

Team members are trusted to fulfil their role. They have the freedom, within agreed boundaries, to make decisions and are equipped with the resources necessary to enable them to carry out their role. All team members also have the opportunity to contribute towards wider decisions affecting the whole team.

		Team Mean	Team Leader
<b>Empowerment</b>	3 14 21 50 10	<b>3.5</b>	<b>3.1</b>
Q1. Team members are trusted to make decisions on their own	25 50 25	3.5	3.0
Q2. Team members have the necessary time and resources to complete their tasks	50 50	3.5	5.0
Q3. Team members are always consulted about appropriate issues	25 75	3.8	5.0
Q4. Mistakes are accepted within this team	25 25 50	3.3	2.0
Q5. When work is delegated we are trusted to complete the task independently	25 25 50	3.3	1.0
Q6. I feel that I receive the right amount of support as and when I need it	25 50 25	4.0	1.0
Q7. I am clear as to how much authority I have in my role	50 25 25	3.3	5.0

## BENCHMARKING AGAINST THE TPD NORM

This indicates how your team have scored against the full TPD database for this indicator. A positive result means your team score is above the TPD norm line.



## DEVELOPMENT SUGGESTIONS

This section selects potential areas for development based on your lowest five questions as rated by your team members.

### INDICATOR: Communication and relationships - Q4

#### **As a team we receive regular business updates from our team leader**

25

75

If the team feels they don't get regular updates:

- Find time in team meetings to give the latest information
- Consider sending a regular email update to the team to highlight performance against key indicators.
- Share summaries of important meetings and events that you attend
- Circulate to the team any articles and/or links to online information that you have read

### INDICATOR: Trust - Q3

#### **There are no factions/subgroups within the team**

25

50

25

If there are factions in the team, ask yourself why and whether they are causing a negative impact. If so, consider:

- Are sub-teams an appropriate part of the structure? If so, how can you retain these but avoid the unhelpful 'cliques' that may develop?
- Find opportunities for members of different sub-teams to work on projects together
- Encourage greater communication between sub-teams in day to day work.

If there is no need for sub-teams then ensure that team members work with different people as often as possible.

# DEVELOPMENT SUGGESTIONS

This section selects potential areas for development based on your lowest five questions as rated by your team members.

## INDICATOR: Trust - Q3

### Team members admit openly to their mistakes

100

Where team members are not open about their mistakes this may be a symptom of a lack of confidence or fear. Why?

- Do individuals need further development in their jobs?
- What is your response when someone makes a mistake? Do you 'allow' or even encourage mistakes as an inevitable part of the learning process?
- Have you considered rewarding the effort of trying something different when a mistake is made. This is a good way of showing the team that it's better to try and fail than to do nothing at all.
- How do others in the team react when someone makes a mistake? Might those reactions inhibit openness in others?
- Emphasize, whenever possible, that mistakes (unless repeated) are a good sign: a sign of learning and pushing boundaries. Do not allow mistakes to be ridiculed by others.
- Conduct a "lessons learned" as part of your regular project review process.

## INDICATOR: Trust - Q3

### We value our differences

75

25

If the team reports an intolerance of difference this could mean a number of different things.

- If this relates to impatience towards different patterns of behaviour between team members the use of a profiling tool like DiSC™ might help. This will help your team understand the impact of their behavioural style, the value of others' and how to be flexible.
- If this is a values based intolerance consider asking the team to communicate and share their perspectives with one another.
- Consider covering the issue of 'unconscious biases' in a team meeting. It may be that intolerance of certain values is being driven by unconscious biases
- Diversity training may also contribute to resolving issues in this area.

# DEVELOPMENT SUGGESTIONS

This section selects potential areas for development based on your lowest five questions as rated by your team members.

## INDICATOR: Adaptability - Q5

### **We spend the right amount of time/money on team building and team development**

75

25

If team development is raised as an issue:

- Review the training budgets; is your training spend equally spread throughout the team?
- Do you have regular team events? Work-based and perhaps a social element too? Is it possible to get the team together more often?
- If budget is an issue, look for work assignments that will help build the team e.g. joint projects.
- Consider free learning opportunities available on the internet. Circulate useful articles, videos and links to signpost learning opportunities.
- To build the team, focus on *performance*. In their book “The Wisdom of Teams” Katzenbach and Smith (1993) refer to “performance is both the cause and effect of teams”. That is, the satisfaction of achievement of results will help build high performing teams and vice versa.

# COMMENTS

The following comments were provided by your team members.

## The team believe they should START

More regular process reviews

We need to review our processes, sometimes we undertake activities with outcomes that are unclear.

Better planning sessions

## COMMENTS

The following comments were provided by your team members.

The team believe they should STOP

## COMMENTS

The following comments were provided by your team members.

The team believe they should CONTINUE

Working together and implementing new planning initiatives

Learning and development  
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