

Team Survey

tesi[®]

The *Emotionally*
Intelligent Team



Understanding and Developing the Behaviors of Success

Team Emotional and Social Intelligence Survey[®]

tesi[®] report

SAMPLE REPORT 07/08

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TESI® Report

Your Team's Emotional and Social Intelligence

The TESI® Report provides a graphic display and description of the current levels of emotional and social intelligence in your team from the perspectives of the team members who completed the TESI Survey. The report offers unique insights and provides useful ways for understanding your current strengths and weakness as a team, as well as giving guidance for strategically choosing where to enhance those skills. Through implementing this awareness your team will be poised to take action and achieve greater productivity. Your team can become a star performer as its members increase their understanding of current performance levels and commit to learn and enhance those emotional and social intelligence (ESI) skills that make the most difference in accomplishing the mission.

Teams are the source of most of the productivity, creativity and reliability in organizations of all types. Work and renewal both succeed (or fail!) on the basis of the whole team's emotional effectiveness. Mastering the behaviors of success for top-level performance in the mission at hand requires team members to develop and utilize the seven core competencies that are measured by the TESI. Using these seven skills effectively blazes the path to trust, loyalty, empathy, and better decisions -- the four high value results mapped out in the Collaborative Growth team model. These in turn are prerequisite for the gaining the long-lasting benefits that organizations and teams desire - sustainable productivity and emotional and social well-being - that make a team profitable and a good place to work!

How to Work with This Report

We first recommend that you familiarize yourself with the definitions for each of the seven Team Emotional and Social Intelligence competencies. Read each of the following paragraphs carefully and write down the strengths your team demonstrates in each of these areas as well as the challenges it faces. You know what is working well and what isn't. This process will help bring your internal awareness into active understanding.

Once you have an understanding of what the TESI measures, review the data on the Team Overview on page 4. This provides the picture of how the team assesses itself in each of the seven collaboration competencies. Note that the range of differences in how team members answered for each of these scales is provided below the chart on this page. This is important data because it gives you an idea of whether the assessments of team members are congruent or there is a significant amount of discrepancy. If there is a discrepancy it will show which scales reflect those different perspectives.

On the Understanding Results pages 5 and 6, you will find the narrative description of your team's results in each of the seven skill sets. Compare these results with your initial predictions and see how well they match. Are there any surprises? Did you miss anything? How similar are your perspectives to others on the team? Review the suggestions for action and select some together with your team mates.

Next begin to explore the various sub-reports if they are available and compare the data from different segments of the team. The previous steps will have given you the larger context of your team's assessment of the team's emotional effectiveness as a background against which to make these more specific comparisons.

How to Work with the Sub-Reports

The TESI provides five different sub-reports: Gender, Age, Role, Years with Team, and a programmable option called Department which allows the client to select one other criteria by which they can sort their responses -- for instance with an internationally-based organization they might want to compare data from the marketing teams in several different countries. Comparison for any grouping is only available if there are three or more in a category to protect confidentiality.

- Gender -- this sub-report allows the team to see whether men and women are equally satisfied (or dissatisfied) with the seven dimensions of team functionality.
- Age -- this sub-report can be particularly useful for teasing out the more subtle distinctions between the evaluations of team members from any of the three or four different generational groups which may be working side by side on the same team.
- Role -- this sub-report compares data from as many as five different job function categories and can assist the team in clarifying the different perceptions that team members with the different levels or types of responsibility are experiencing.
- Years with Team -- this sub-report shows whether team member's with different levels of longevity have the same enthusiasm for team success or are burned out.
- Department -- this sub-report can be used to examine the differences such as those between different departments or other identified groupings within teams.

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TESI® Report

Your Team's Emotional and Social Intelligence

Team Emotional and Social Intelligence Competencies

This section briefly describes each of the seven competencies making up TESI®.

Team Identity

Team identity measures the level of pride each member feels for the team as a whole, and how much connection members feel to the team. It reflects the team's inclusiveness for one another and how much differences on the team are valued. It assesses how well the team demonstrates belongingness, followership, and a sense of clarity around the role of each member. It brings with it a high level of loyalty if highly scored. To have a strong identity, a team must have a common sense of purpose. When team members have identified with the team, it becomes a problem-solving organism that is larger than the sum of its parts.

Motivation

Motivation is a competency that measures the team's internal resources for generating and sustaining the energy necessary to get the job done well and on time. It gives feedback on whether creative thinking is promoted and whether competition is working for or against the team. It creates the energy that gets the team going; without it little would be done. Energy to accomplish the mission takes motivation, which is fueled by believing the team's work makes a difference.

Emotional Awareness

Emotional awareness measures how well team members accept and value one another. Emotional awareness requires both sharing information and noticing and responding when it is shared. Does the team value and respect positive as well as negative feelings? Both have value. This scale measures the amount of attention the team pays to noticing, understanding, and respecting feelings of team members. It is a critical factor in motivation, productivity, and our ability to collaborate because it's at the heart of building trust. Team members must have emotional and social information from one another in order to work effectively together.

Communication

This competency measures how well the team sends and receives emotional (and cognitive) information. It provides information on how well team members listen, encourage participation, share information and discuss sensitive matters. It measures whether team members acknowledge contributions and give feedback to one another. Communication is central to every kind of team interaction. Team members improve the quality of their work together and their functionality within their organization by effective communication.

Stress Tolerance

This competency measures how well the team understands the types of stress factors and the intensity impacting its members and the team as a whole. It addresses whether team members feel safe with one another, and whether they will step in if someone on the team needs help. Stress tolerance measures how well the team keeps a sense of proportion to work and life demands, including how they manage workload expectations. This competency provides the closest connection with physical well-being.

Conflict Resolution

Conflict resolution measures how willing the team is to engage in conflict openly and constructively without needing to get even. It gives the team a reflection of how well it is doing in managing the pressures of workload, time constraints, and the real needs for work-life balance. It measures the ability to be flexible and to respond to challenging situations without blaming one another. Conflict is natural, and will happen when any team is engaged in fulfilling its purpose. Conflict can be an opportunity for growth or it can destroy a team. The ESI team is strengthened by its response to conflict.

Positive Mood

This competency measures the positive attitude of the team in general as well as when it's under pressure. The scale of positive mood reports on the level of encouragement, sense of humor, and how successful the team expects to be. It is a major support for a team's flexibility and resilience. It gives feedback on how well the team deals with pressure, and whether the team has a can-do attitude. Teams with a high positive mood enjoy working together and know they grow from both easy and challenging situations.

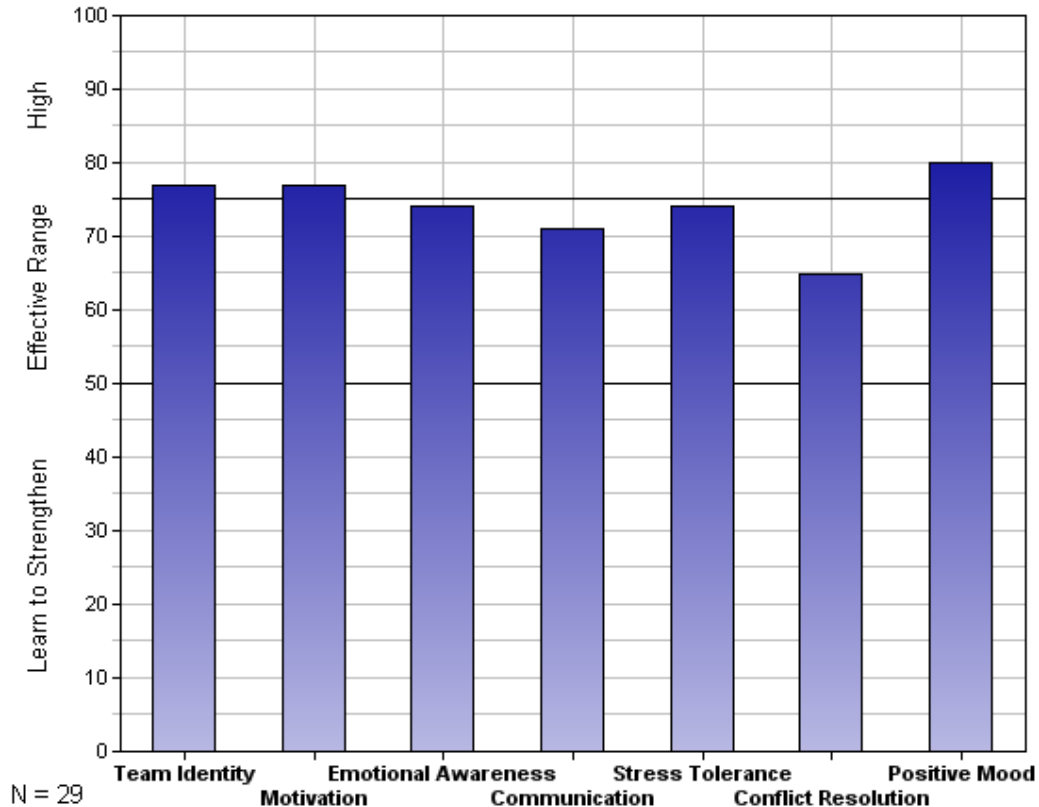
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Results

Team Overview

The SAMPLE REPORT 07/08 team is part of organization SAMPLE in the Government sector and has 29 participating members. Team members provided personal descriptive information about themselves that may be used in the aggregate for further exploring the results without compromising the confidentiality of the individual.

- A total of 29 team members participated in the assessment.
- Where they provided their gender, 13 are male and 16 are female.
- The average number of years that members are with the team is 7.4.
- Team diversity was collectively rated as 5.9 out of 10.



Min	53	50	23	41	47	32	53
Max	92	98	95	98	95	95	98
Range	39	48	72	57	48	63	45
Team Avg	77	77	74	71	74	65	80
	Team Identity	Motivation	Emotional Awareness	Communication	Stress Tolerance	Conflict Resolution	Positive Mood

Score Guide for the Bar Chart above		
0-49	Low	The Low or Learn to Strengthen Range is an area to develop.
50-75	Midrange	The Mid or Effective Range is working for your team.
76-100	High	The High Range is a team strength.

If there is a high degree of variance, or range, between your scores in any scale, it can be interesting to explore the basis of the different perceptions.

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Understanding the Results

Team Identity

Your team results are high which indicates a strong allegiance to a self renewing collaborative effort by individuals who feel they belong and are appreciated for their contribution. This is a valuable asset supporting your performance and well-being. Pay attention to maintaining and using this skill.

- Create two or three behaviors that demonstrate the strength of your "brand" and your allegiance to each other and use them to show other teams and leaders in the organization (such as an optimistic greeting, or motto all team members use when they meet -- for example "Marketing wins by design!"). This is professional bragging to promote your team within the organization!
- Familiarize all team members with each other's roles and responsibilities to facilitate smoother transitions between leadership handoffs or role changes.
- Practice supporting and encouraging each other empathetically.

Motivation

Your team results are high which indicates that team members know how to consistently spark each other's most productive performance and enjoy doing so.

- Choose a new increment of value that would impress both your internal and external customers. It can be something small but something you can consistently deliver. (" We always deliver an hour early!") Point this new feature out when you present your work product and tell your customers it is an expression of your commitment to quality and responsiveness.
- Challenge the team to accomplish something unexpected that will definitely surprise your leaders when you reach a new and higher goal, and invite senior leadership to a celebration when your team achieves it.
- Plan a renewal celebration such as lunch together off site once a month.

Emotional Awareness

Your team results are midrange which indicates the team is aware of the emotional states of team members and supports one another's emotional engagement.

- Make the public rewards for good work on your team more frequent and apparent.
- Discuss the value of using the language pattern: "You feel_____ because _____." in team meetings. You can insert many different emotion words in the first blank, such as you feel hopeful or worried. Demonstrate several examples and request volunteers to give it a try. Reinforce all efforts regardless of how successful they are, and do not pressure those who are initially reluctant to participate.
- Make a list of feeling words that could be useful to describe emotional states that occur for team members in the workplace. Discuss how and when to use the words and set a goal to do so.

Communication

Your team results are midrange which suggests team members are listening to each other and there is an atmosphere of developing trust and cooperation.

- Work on improving the quality of feedback that you provide each other. Make your message more concrete and specific in terms of Who? What? Where? When? and How Much? (Why is often one of the least informative questions we undertake to answer.)
- At the simplest level we communicate in order to solve a problem or express appreciation. Solving problems helps us improve conditions so we can appreciate them even more. When your team is faced with the challenge of accomplishing change, practice applying this communication pattern to get things in perspective: "I enjoy_____ about the way things are, and I would enjoy_____ even more."
- Deliberately expand your active listening by giving it an hour of practice time a month at team meetings.

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Stress Tolerance

Your team results are midrange which suggests that the team is at least fairly attentive to issues of work life balance and is healthy enough to absorb unexpected challenges resiliently.

- Use your empathy skills to let your teammates know when you realize that they are under pressure, and that you support them.
- Discourage ignoring or downplaying the level of stress when it really is a factor. Encourage team members to talk about stress management strategies that are working well for them.
- When organizational expectations are genuinely unrealistic, the team as a whole needs to develop the way to present this information to the next higher level of leadership. Every team member's voice needs to be heard in this conversation, and delivering this message effectively as a team will require significant rehearsal. Try a communication pattern such as: "We can't do _____ because_____. How should we approach solving this problem instead?"

Conflict Resolution

Your team results are midrange which indicates the team can engage each other and the problems effectively when conflicts arise. Your team probably is able to depersonalize conflict when it arises pretty well.

- Now develop more awareness about five well known conflict resolution styles and how and when to use each one on your team. The five styles are avoidance, accommodating, cooperation, competition, and collaboration.
- Be observant and practice critiquing the work or projects but not one another personally. Take time at the end of meetings to discuss your success.
- Lower the conflict by taking time to express appreciation for what is working.

Positive Mood

Your team results are high which suggests the team maintains a high level of resiliency because of its positive attitude, good humor, and strong sense of payoff from solving problems successfully together.

- Build your reserves for potential tough situations that may lie ahead by investigating some potentially "worst-case" scenarios that you might need to face in the future. Identify specific steps that each team member could take to minimize the negative consequences of such a scenario.
- Celebrate specific accomplishments and use team humor to generate even more confidence and optimism. Talk about how you are taking your capacity up a notch and how to sustain your progress.
- Build your reserves for potential tough situations that may lie ahead through challenging one another to develop some creative new skills for meeting new tests or opportunities. Document your progress.

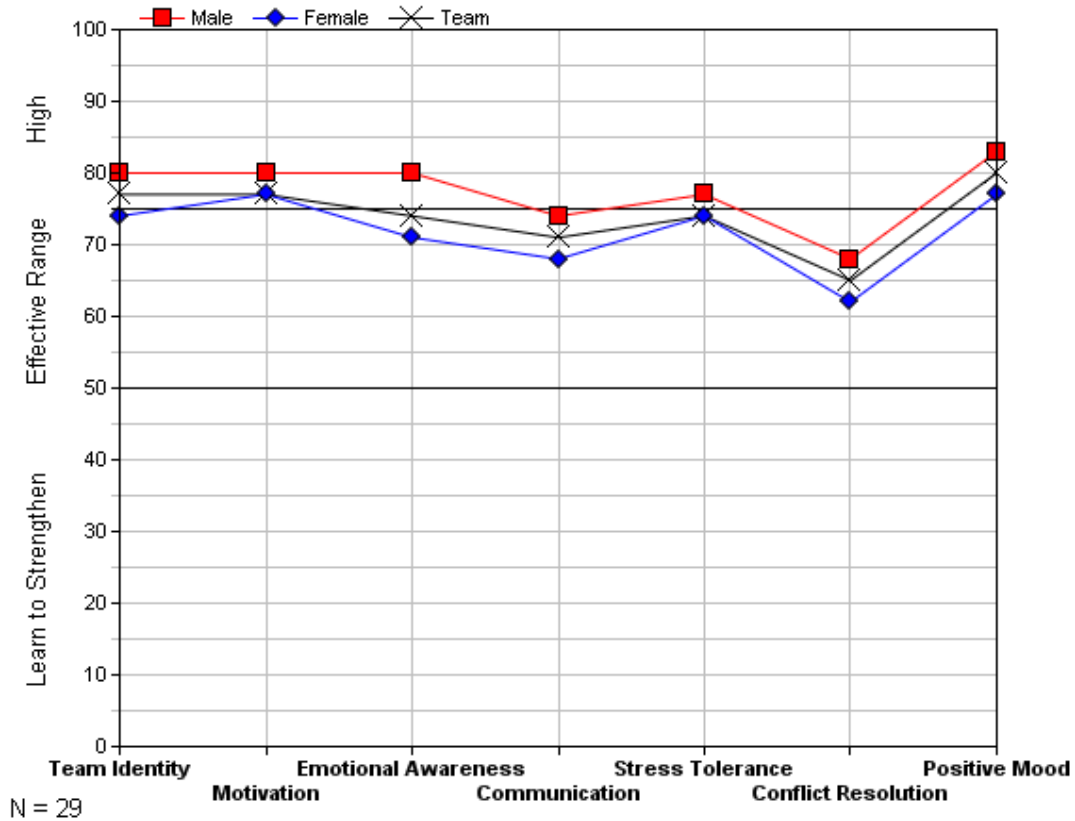
In summary, there are many opportunities for valuing your current strengths and enhancing your skills. You and your team can benefit from maintaining your awareness and intentionally growing your skills together. More information about how TESI can benefit teams in your organization can also be found in our book, *The Emotionally Intelligent Team*, Jossey-Bass, 2007.

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TESI® Report

Ratings of the Team's Emotional and Social Intelligence Based on Gender

The following graph represents how you perceive the Team's Emotional and Social Intelligence and provides an opportunity to compare your perception to that of the Team average.



Gender/Team Comparison *

	N=	Team Identity	Motivation	Emotional Awareness	Communication	Stress Tolerance	Conflict Resolution	Positive Mood
Team Avg	29	77	77	74	71	74	65	80
Male	13	80	80	80	74	77	68	83
Female	16	74	77	71	68	74	62	77

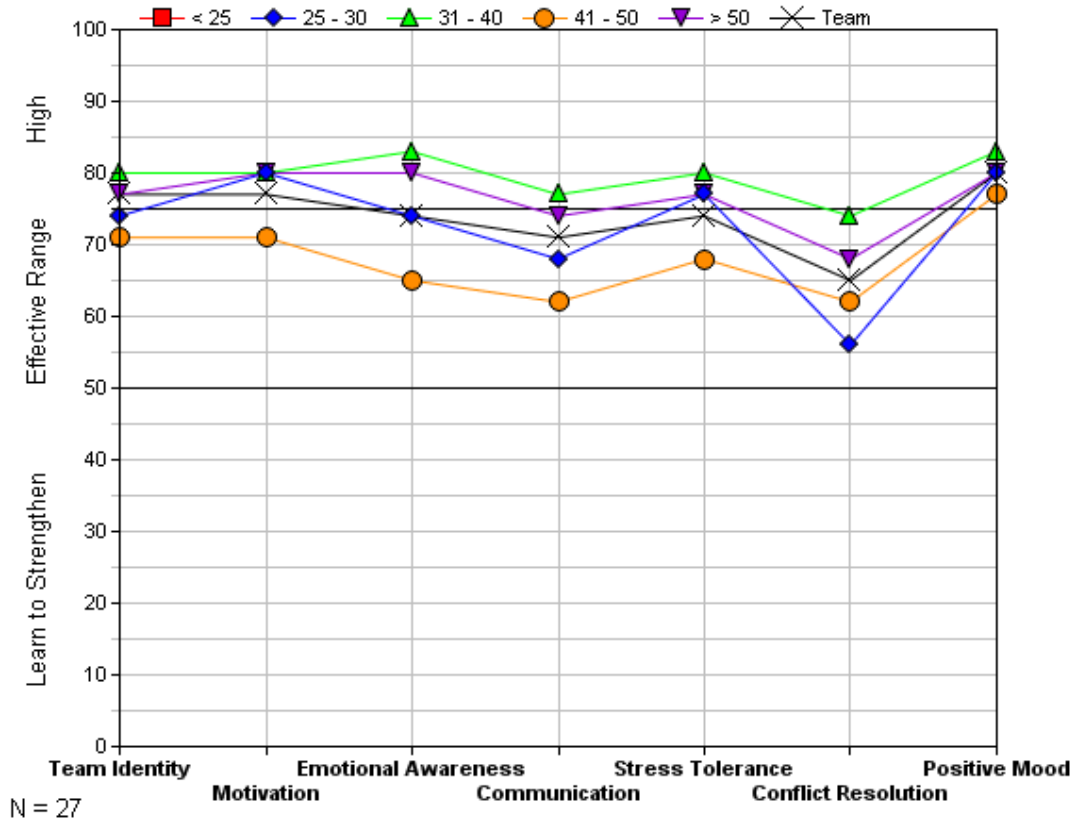
* To protect anonymity any grouping with less than 3 members was intentionally left off.

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TESI® Report

Ratings of the Team's Emotional and Social Intelligence Based on Age

The following graph represents how you perceive the Team's Emotional and Social Intelligence and provides an opportunity to compare your perception to that of the Team average.



Age/Team Comparison *

	N=	Team Identity	Motivation	Emotional Awareness	Communication	Stress Tolerance	Conflict Resolution	Positive Mood
Team Avg	29	77	77	74	71	74	65	80
< 25	0	0	0	0	0	0	0	0
25 - 30	4	74	80	74	68	77	56	80
31 - 40	6	80	80	83	77	80	74	83
41 - 50	8	71	71	65	62	68	62	77
> 50	9	77	80	80	74	77	68	80

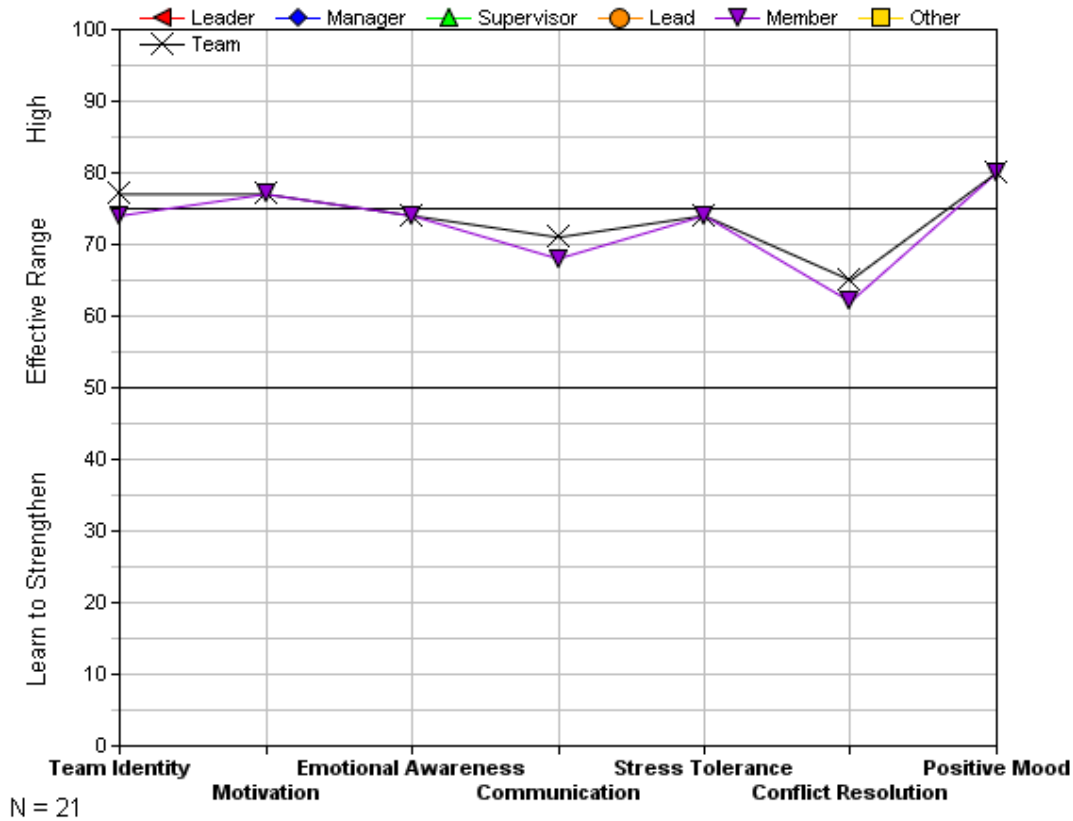
* To protect anonymity any grouping with less than 3 members was intentionally left off.

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TESI® Report

Ratings of the Team's Emotional and Social Intelligence Based on Role

The following graph represents how you perceive the Team's Emotional and Social Intelligence and provides an opportunity to compare your perception to that of the Team average.



Role/Team Comparison*

	N=	Team Identity	Motivation	Emotional Awareness	Communication	Stress Tolerance	Conflict Resolution	Positive Mood
Team Avg	29	77	77	74	71	74	65	80
Leader	0	0	0	0	0	0	0	0
Manager	0	0	0	0	0	0	0	0
Supervisor	0	0	0	0	0	0	0	0
Lead	0	0	0	0	0	0	0	0
Member	21	74	77	74	68	74	62	80
Other	0	0	0	0	0	0	0	0

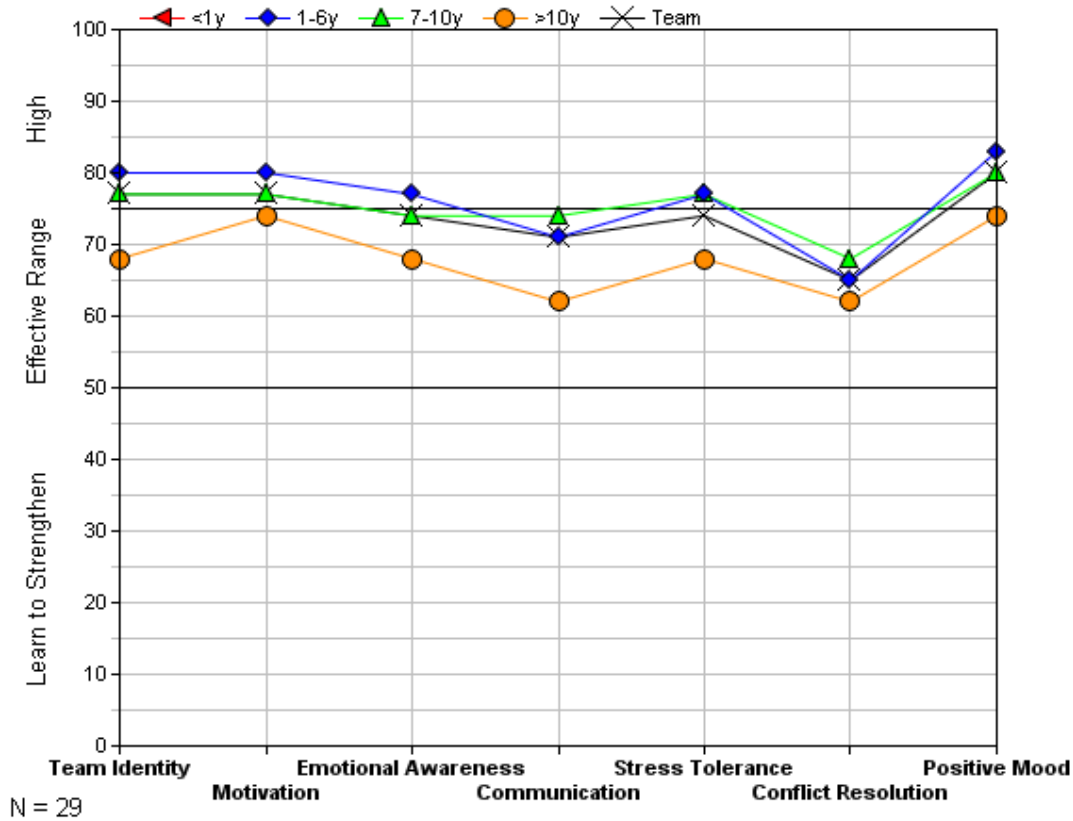
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TESI® Report

Ratings of the Team's Emotional and Social Intelligence Based on Years with Team

The following graph represents how you perceive the Team's Emotional and Social Intelligence and provides an opportunity to compare your perception to that of the Team average.



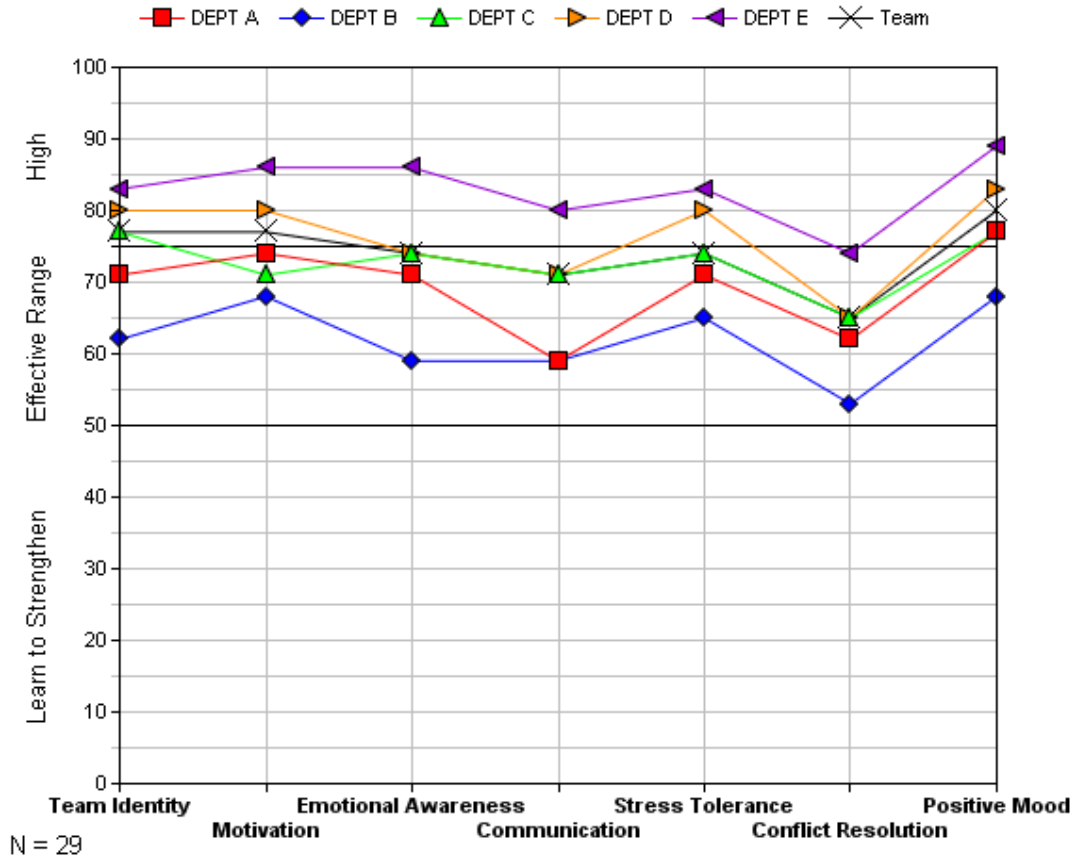
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TESI® Report

Ratings of the Team's Emotional and Social Intelligence Based on Department

The following graph represents how you perceive the Team's Emotional and Social Intelligence and provides an opportunity to compare your perception to that of the Team average.



Departments/Team Comparison*

	N=	Team Identity	Motivation	Emotional Awareness	Communication	Stress Tolerance	Conflict Resolution	Positive Mood
Team Avg	29	77	77	74	71	74	65	80
DEPT A	3	71	74	71	59	71	62	77
DEPT B	4	62	68	59	59	65	53	68
DEPT C	8	77	71	74	71	74	65	77
DEPT D	7	80	80	74	71	80	65	83
DEPT E	7	83	86	86	80	83	74	89

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The Coach's Section

TESI® Profile Validity Indices

Three validity indices (Missing Items, Response Consistency and Response Conformity) are provided to assist the coach in evaluating the psychometric validity of the team's responses to the TESI® questions.

Missing Items

To enhance the credibility of your team results, TESI® monitors the average number of items to which the participants have not provided a response for whatever reason.

Missing Items Percentage for this team is: 0%

If the number of missing items on average exceeds 6%, the results above may be deemed of questionable validity. This is consistent with a 94% completion of all 56 statements in the TESI® Survey, which is set as the minimum requirement for the validity of the results.

Response Consistency

Your team results are consistent and reflect a healthy level of congruence in the answers by each team member. The TESI® survey has six pairs of items built in where the norm is to respond in a highly similar fashion. Deviation from this response pattern is identified by the average Response Inconsistency Percentage.

Response Inconsistency Percentage for this team is: 15.4%

If the average exceeds 20%, the results above should be explored in more detail to determine if the members' opinions are split based on some important reason.

Response Conformity

The TESI® survey has ten items built in where the norm is to respond either fairly higher or fairly lower than average. Deviation from this response pattern is identified by the average Response Non-Conformity Percentage.

Non-Conformity Percentage for this team is: 8%

If the non-conformity in responding on average exceeds 15%, the results above should be placed in context. It means that the team has TESI® characteristics that are different from what we usually see. This needs to be taken into consideration when you interpret your team's results.

Overall Team Effectiveness Index

The Overall Team Effectiveness Index (OTEI) is based on a comparison of the Overall Effectiveness rating (one question) and the Team Index (using 56 questions). If the OTEI exceeds 20%, the results should be explored in more detail to determine why the members' abstract rating of the team is out of alignment with the more concrete rating from the overall instrument.

Overall Team Effectiveness Index for your team is: 17%

Conclusion

The TESI® Report provides a visual display of how emotional and social intelligence plays out in your team, through identified competencies of ESI that can serve as a useful guideline. Employee perspectives are presented as averages.

The priorities for a team require review and discussion to lead to appropriate actions being identified and carried out. Marcia Hughes and James Terrell of Collaborative Growth®, LLC, the authors of the TESI®, are at your service to help your team accomplish your priorities. More information about how TESI can benefit teams in your organization can also be found in *The Emotionally Intelligent Team*, by Marcia Hughes and James Terrell, Jossey-Bass, 2007.

High Performing Systems, Inc., is the exclusive online publisher of the TESI®.

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The Coach's Section

Coach's Data Table

	N=	Team Identity	Motivation	Emotional Awareness	Communication	Stress Tolerance	Conflict Resolution	Positive Mood
Team Average	29	77	77	74	71	74	65	80
Individual								
Member Eight	1	59	56	23	41	47	32	59
Member Eighteen	1	92	86	89	86	92	86	98
Member Eleven	1	86	89	77	68	74	65	83
Member Fifteen	1	83	92	80	71	92	62	92
Member Five	1	53	53	53	47	53	50	53
Member Four	1	83	89	83	77	80	68	92
Member Fourteen	1	86	95	95	89	89	83	95
Member Nine	1	89	95	95	98	95	95	95
Member Nineteen	1	92	92	86	77	92	89	92
Member One	1	59	74	50	47	65	44	71
Member Seven	1	89	92	95	80	92	80	98
Member Seventeen	1	74	71	65	53	71	62	83
Member Six	1	92	98	95	92	83	77	92
Member Sixteen	1	53	50	47	44	47	50	56
Member Ten	1	80	68	62	59	80	47	74
Member Thirty	1	83	86	83	77	83	68	86
Member Three	1	92	83	68	68	77	71	77
Member Twelve	1	68	74	77	71	74	59	83
Member Twenty	1	53	68	59	62	68	53	68
Member Twenty Eight	1	77	77	83	71	80	59	83
Member Twenty Five	1	65	65	74	71	68	71	68
Member Twenty Four	1	80	74	80	77	80	71	83
Member Twenty Nine	1	77	68	80	71	74	53	77
Member Twenty One	1	56	65	68	53	65	56	62
Member Twenty Seven	1	77	80	77	71	74	77	74
Member Twenty Six	1	77	71	74	74	74	74	74
Member Twenty Three	1	80	80	77	77	71	65	80
Member Twenty Two	1	80	77	80	68	74	68	80
Member Two	1	71	71	83	80	74	50	89
Gender								
Male	13	80	80	80	74	77	68	83
Female	16	74	77	71	68	74	62	77
Age								
< 25	2	74	71	68	65	77	53	80
25 - 30	4	74	80	74	68	77	56	80
31 - 40	6	80	80	83	77	80	74	83
41 - 50	8	71	71	65	62	68	62	77
> 50	9	77	80	80	74	77	68	80
Role								
Leader	2	68	74	68	65	71	62	74
Manager	2	86	86	80	74	83	83	83
Supervisor	1	86	89	77	68	74	65	83
Lead	1	89	95	95	98	95	95	95
Member	21	74	77	74	68	74	62	80
Other	2	74	74	68	62	71	62	68
Years								
<1y	0	0	0	0	0	0	0	0
1-6y	16	80	80	77	71	77	65	83
7-10y	6	77	77	74	74	77	68	80
>10y	7	68	74	68	62	68	62	74
Departments								
DEPT A	3	71	74	71	59	71	62	77
DEPT B	4	62	68	59	59	65	53	68
DEPT C	8	77	71	74	71	74	65	77
DEPT D	7	80	80	74	71	80	65	83
DEPT E	7	83	86	86	80	83	74	89

