PBC

High Performing Team Assessment

Executive Team

Sample Corp

Report for: Sample Team
Date: 2021-4-29
Benchmark: Executive - Global

Raters

Board (Board)	1
Team Member (Team)	6
No. of Respondents	7

HOGAN

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Reading and Interpreting this Report

The feedback in this report provides a valuable opportunity to understand your team's strengths and opportunities.

To get the maximum benefit, track the themes and trends that are repeated as you read through the report. These will represent your strengths and your opportunities to improve as a team.

The High Performing Team assessment is based on the PBC High Performing Team model, which comprises the following key components: Performance and Culture. Each component consists of six themes.

Performance
Strategy
Innovation
Accountability
Leading Change
Results
Meeting Effectiveness

Culture
Trust
Professional Conflict
Communication
Emotional Intelligence
Collaboration
Resilience

Team Title

Sample Team

Team Score

6.2

No. of Respondents

7

Benchmark:

10th	25th	50th	75th	90th
5.8	6.4	6.9	7.5	8.0

Scoring system

The rating scale ranges from one to ten (1 to 10), with 10 being high. The rating scale is anchored as follows:

1	Completely Disagree
2	Strongly Disagree
3	Disagree
4	Moderately Disagree
5	Slightly Disagree
6	Slightly Agree
7	Moderately Agree
8	Agree
9	Strongly Agree
10	Completely Agree
N/A	Not Applicable/Not Observed

Overall Item Ratings

The High Performing Team Assessment includes 60 items rated on a scale of 1 to 10 (see the rating scale on previous page).

The table below lists the items in descending order. Read through them to identify any common themes among the highest and lowest rated items (from most highly endorsed to the least endorsed).

Rank	Team Score	Benchmark Average	Item
1	**8.3**	7.7	Our strategic priorities are clearly defined.
2	**7.4**	6.8	Team meetings finish with clear decisions and next steps.
3	**7.1**	6.8	Team members avoid dysfunctional behaviour.
4	**7.1**	7.3	We use a broad range of performance indicators (financial and non-financial) to set goals and review performance.
5	**7.1**	8.2	The team has a meeting cycle in place for the year.
6	**7.0**	7.1	The team effectively exchanges views and opinions from all team members on important issues.
7	**6.9**	7.3	Team members keep each other abreast of important issues affecting their areas of responsibility.
8	**6.7**	8.0	The team understands that dealing with changing priorities is part of everyday work.
9	**6.7**	7.4	The team performs to high standards on challenging projects.
10	**6.7**	7.7	Team members care about each other.
11	**6.7**	6.0	The team makes time for social interactions that build personal relationships.
12	**6.6**	7.4	Team members recover quickly from setbacks.
13	**6.6**	7.7	The team is always looking to add new value and deliver better results.
14	**6.6**	7.1	The team is creative and can think outside the square.
15	**6.6**	7.1	The team regularly implements new ideas.
16	**6.6**	7.3	The team effectively creates opportunities in response to unanticipated changes.
17	**6.6**	7.4	The team understands external threats and opportunities.
18	**6.6**	6.8	The team reviews organisational performance against strategy regularly.
19	**6.4**	7.0	Team members consistently bring a positive attitude to the team.
20	**6.4**	7.2	Performance projections for the next year are positive.

Rank	Team Score	Benchmark Average	Item
21	**6.4**	6.3	The team makes time to celebrate successes and milestones.
22	**6.4**	7.3	Team members demonstrate empathy towards each other.
23	**6.3**	6.9	Team members go out of their way to help each other succeed.
24	**6.3**	6.1	Team members actively avoid the creation of 'silos'.
25	**6.3**	7.7	The team effectively plans short-term (1 year).
26	**6.3**	6.8	The team regularly talks about long term, new opportunities.
27	**6.3**	6.7	The team effectively deals with employees' feelings and emotions when driving change.
28	**6.3**	7.2	The team consistently delivers good results.F
29	**6.3**	6.9	Individuals in the team have a high level of trust in each other's competency.
30	**6.3**	7.1	Team members build trust by openly sharing their personal work experiences with each other.
31	**6.3**	6.9	Team members consistently display a high level of emotional intelligence.
32	**6.2**	7.1	The team has established protocols in place to ensure meetings are managed efficiently.
33	**6.1**	7.2	Team members regularly share experiences and knowledge that benefit the whole team.
34	**6.1**	6.9	Team members believe that team success is more important than individual success.
35	**6.1**	7.0	The team is constantly improving key processes.
36	**6.1**	6.7	When the team underperforms, team members challenge each other to improve.
37	**6.1**	6.8	The team has a reputation for high performance.
38	**6.1**	6.8	Team members have a strong sense of connection with one another.
39	**6.1**	6.5	Team members use their emotions intelligently to get the best out of others.
40	**6.0**	6.1	Team members take good care of self to avoid stress and burnout.

Sample Team

Rank	Team Score	Benchmark Average	Item
41	**6.0**	6.5	Individuals are held accountable by others in the team for their behaviour and conduct.
42	**6.0**	7.0	The team understands internal strengths and weaknesses.
43	**6.0**	6.6	Individuals in the team admit when they make mistakes.
44	**6.0**	6.6	The team resolves conflicts in a timely manner.
45	**6.0**	6.9	The team voices opinions even if it makes others uncomfortable.
46	**5.9**	6.2	The team effectively plans longer term (3-5 years).
47	**5.9**	6.3	Team members provide effective feedback to each other.
48	**5.9**	6.9	Team members have a high level of self-awareness.
49	**5.7**	6.7	The team has a robust planning cycle in place, with quarterly reviews.
50	**5.7**	6.0	We separate tactical from strategic meetings.
51	**5.7**	6.7	The team deals with conflict collaboratively because relationships matter.
52	**5.7**	6.7	Team members assess social situations accurately by observing the interests, feelings and goals of others.
53	**5.6**	7.0	Team members effectively collaborate with each other across their respective portfolios.
54	**5.6**	6.7	The team has difficult conversations in a professional manner.
55	**5.6**	6.9	The team ensure that the hard issues get discussed.
56	**5.4**	6.6	There is a high level of open and honest communication across the whole team.
57	**5.3**	6.9	The team consistently meets their key performance indicators.
58	**5.1**	6.2	Peer feedback is used to support and challenge others.
59	**4.9**	6.6	Individuals are held accountable by the team for outcomes.
60	**4.7**	7.1	Team members rarely make errors due to lack of composure.

Sample Team

High Performing Team Model

The HPTA model consists of two overall team effectiveness domains: Performance and Culture. The sub-theme definitions are provided below.

Performance refers to factors that impact on the capability of the team to achieve the deliverables and results they are responsible for. The specific sub-themes include:

1. **Strategy** - having a strategic planning cycle with a short and long term focus
2. **Innovation** - implementing new ideas around process improvement and new products/markets
3. **Accountability** - holding each other accountable and challenging each other to perform
4. **Leading Change** - demonstrating leadership in response to change
5. **Results** - delivering sustainable and high quality results
6. **Meeting Effectiveness** - having efficient and effective meetings with defined purpose
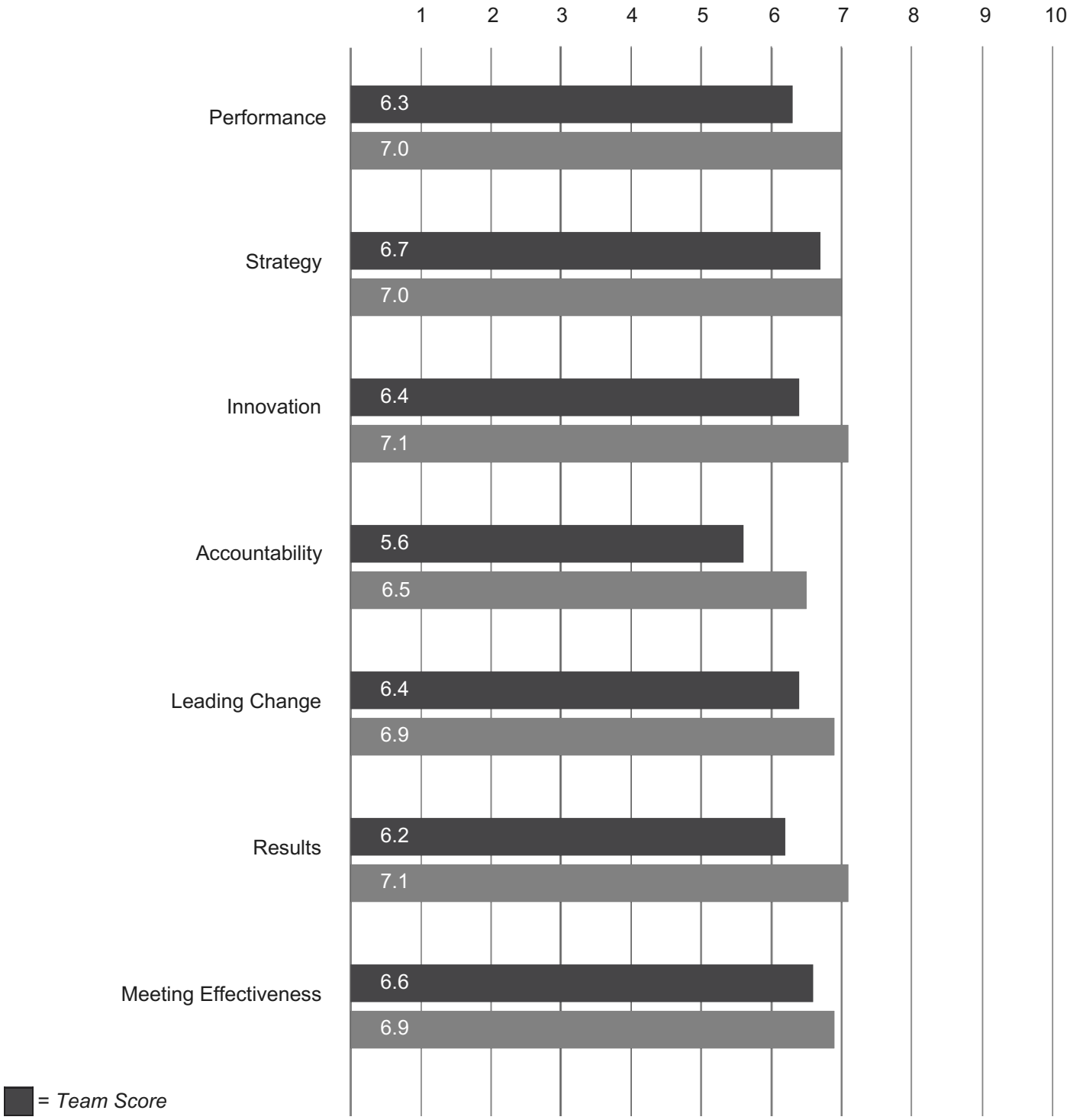

High Performing Team

Performance	Culture
Strategy	Trust
Innovation	Professional Conflict
Accountability	Communication
Leading Change	Emotional Intelligence
Results	Collaboration
Meeting Effectiveness	Resilience

Culture refers to factors that impact on the team's standards of behaviour and values that influence how they work together to achieve their objective. The specific sub-themes include:

1. **Trust** - team members being open to trusting and connecting with each other
2. **Professional Conflict** - ensuring conflict and conversations about challenging issues are constructive and professional
3. **Communication** - team members actively share information and communicate to support each other
4. **Emotional Intelligence** - showing a high level of self-awareness, self-regulation and emotional intelligence
5. **Collaboration** - team members take proactive action to collaborate and share resources
6. **Resilience** - having strong resilience and capacity to bounce back from setbacks

Performance Scores by Theme

The graph below displays the average scores for the Performance domain and each of its themes. Higher scores indicate strengths and lower scores indicate areas for improvement.

	1	2	3	4	5	6	7	8	9	10

Performance
- Team Score: 6.3
- Benchmark: 7.0

Strategy
- Team Score: 6.7
- Benchmark: 7.0

Innovation
- Team Score: 6.4
- Benchmark: 7.1

Accountability
- Team Score: 5.6
- Benchmark: 6.5

Leading Change
- Team Score: 6.4
- Benchmark: 6.9

Results
- Team Score: 6.2
- Benchmark: 7.1

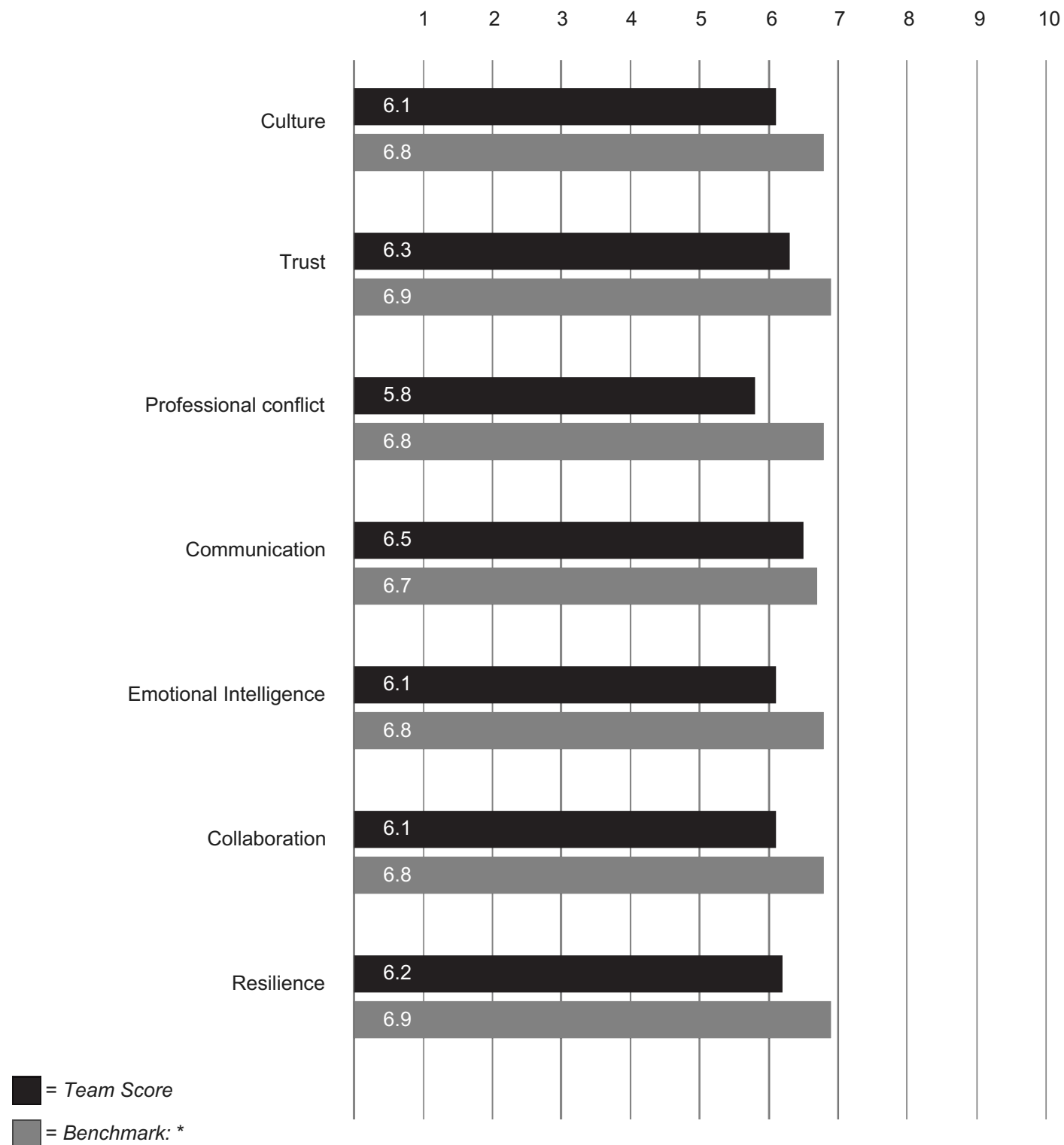**Meeting Effectiveness**
- Team Score: 6.6
- Benchmark: 6.9

■ = *Team Score*

■ = *Benchmark: **

* The benchmark is based on our database of High Performing Team Assessments completed across multiple industries. This benchmark is updated annually.

Sample Team

Culture Scores by Theme

The graph below displays the average scores for the Culture domain and each of its themes. Higher scores indicate strengths and lower scores indicate areas for improvement.

	1	2	3	4	5	6	7	8	9	10
Culture										
Team Score						6.1				
Benchmark						6.8				
Trust										
Team Score						6.3				
Benchmark						6.9				
Professional conflict										
Team Score					5.8					
Benchmark						6.8				
Communication										
Team Score						6.5				
Benchmark						6.7				
Emotional Intelligence										
Team Score						6.1				
Benchmark						6.8				
Collaboration										
Team Score						6.1				
Benchmark						6.8				
Resilience										
Team Score						6.2				
Benchmark						6.9				

■ = *Team Score*

▨ = *Benchmark: * *

* The benchmark is based on our database of High Performing Team Assessments completed across multiple industries. This benchmark is updated annually.

Sample Team

Performance

Bench-mark	Team Score	Team SD*	Themes and Items	Rater Group	1	2	3	4	5	6	7	8	9	10	N/A
7.0	**6.7**		Performance												
7.0	**6.7**		Strategy												
7.7	**8.3**	0.8	Our strategic priorities are clearly defined.	Board									1		
				Team							1	3	2		
6.7	**5.7**	1.7	The team has a robust planning cycle in place, with quarterly reviews.	Board			1								
				Team					3		2	1			
7.7	**6.3**	2.7	The team effectively plans short-term (1 year).	Board		1									
				Team				1	1		1	1	2		
6.2	**5.9**	3.1	The team effectively plans longer term (3-5 years).	Board						1					
				Team	1		1		1			1	2		
7.3	**7.1**	1.7	We use a broad range of performance indicators (financial and non-financial) to set goals and review performance.	Board				1							
				Team						1	1	3	1		

* SD – standard deviation of the raters from the average score

Performance

Bench-mark	Team Score	Team SD*	Themes and Items	Rater Group	1	2	3	4	5	6	7	8	9	10	N/A
7.1	6.4		Innovation												
7.7	6.6	2.2	The team is always looking to add new value and deliver better results.	Board						1					
				Team			1		1		2	1			1
7.0	6.1	2.1	The team is constantly improving key processes.	Board			1								
				Team				1		2	1	1	1		
7.1	6.6	1.9	The team is creative and can think outside the square.	Board					1						
				Team					2		1	2	1		
7.1	6.6	1.4	The team regularly implements new ideas.	Board							1				
				Team					1	2	1	2			
6.8	6.3	1.4	The team regularly talks about long term, new opportunities.	Board							1				
				Team					1	1	1	2	1		

* SD – standard deviation of the raters from the average score

Performance

Bench-mark	Team Score	Team SD*	Themes and Items	Rater Group	Response Frequencies										
					1	2	3	4	5	6	7	8	9	10	N/A
6.5	**5.6**		Accountability												
6.5	**6.0**	2.2	Individuals are held accountable by others in the team for their behaviour and conduct.	Board								1			
				Team			2			1	2	1			
6.6	**4.9**	1.6	Individuals are held accountable by the team for outcomes.	Board				1							
				Team			2		1	2	1				
6.2	**5.1**	2.0	Peer feedback is used to support and challenge others.	Board		1									
				Team			1		2		3				
6.3	**5.9**	2.3	Team members provide effective feedback to each other.	Board			1								
				Team			1		1	1	1	1	1		
6.7	**6.1**	2.2	When the team underperforms, team members challenge each other to improve.	Board							1				
				Team			1	1	1		1	1	1		

* SD – standard deviation of the raters from the average score

Performance

Bench-mark	Team Score	Team SD*	Themes and Items	Rater Group	1	2	3	4	5	6	7	8	9	10	N/A
6.9	**6.4**		Leading Change												
7.3	**6.6**	0.5	The team effectively creates opportunities in response to unanticipated changes.	Board						1					
				Team						2	4				
6.7	**6.3**	1.6	The team effectively deals with employees' feelings and emotions when driving change.	Board						1					
				Team			1			1	3	1			
8.0	**6.7**	1.7	The team understands that dealing with changing priorities is part of everyday work.	Board					1						
				Team				1			3	1	1		
7.0	**6.0**	2.2	The team understands internal strengths and weaknesses.	Board						1					
				Team			2				3		1		
7.4	**6.6**	1.0	The team understands external threats and opportunities.	Board						1					
				Team					1	1	3	1			

* SD – standard deviation of the raters from the average score

Sample Team

Performance

Bench-mark	Team Score	Team SD*	Themes and Items	Rater Group	1	2	3	4	5	6	7	8	9	10	N/A
7.1	6.2		Results												
7.2	6.4	1.9	Performance projections for the next year are positive.	Board						1					
				Team			1		1		1	3			
7.2	6.3	2.1	The team consistently delivers good results.	Board						1					
				Team			1	1			1	3			
6.9	5.3	2.1	The team consistently meets their key performance indicators.	Board			1								
				Team			1		3			2			
6.8	6.1	1.1	The team has a reputation for high performance.	Board							1				
				Team					3		3				
7.4	6.7	2.3	The team performs to high standards on challenging projects.	Board								1			
				Team			1	1			1	2	1		

* SD – standard deviation of the raters from the average score

Performance

Bench-mark	Team Score	Team SD*	Themes and Items	Rater Group	1	2	3	4	5	6	7	8	9	10	N/A
7.0	6.6		**Meeting Effectiveness**												
7.1	6.2	2.5	The team has established protocols in place to ensure meetings are managed efficiently.	Board		1									
				Team					1	1	1	1	1		1
6.8	7.4	1.9	Team meetings finish with clear decisions and next steps.	Board				1							
				Team							3	1	1	1	
8.2	7.1	2.7	The team has a meeting cycle in place for the year.	Board			1								
				Team				1			1	1	2	1	
6.8	6.6	1.7	The team reviews organisational performance against strategy regularly.	Board							1				
				Team			1			1	2	2			
6.0	5.7	2.4	We separate tactical from strategic meetings.	Board			1								
				Team			1	1			3		1		

* SD – standard deviation of the raters from the average score

Culture

Bench-mark	Team Score	Team SD*	Themes and Items	Rater Group	1	2	3	4	5	6	7	8	9	10	N/A
6.8	**6.1**		Culture												
6.9	**6.3**		Trust												
6.6	**6.0**	2.2	Individuals in the team admit when they make mistakes.	Board				1							
				Team			1		1	1	1	1	1		
6.9	**6.3**	2.2	Individuals in the team have a high level of trust in each other's competency.	Board				1							
				Team					1	1	1	1	1		1
7.1	**6.3**	1.8	Team members build trust by openly sharing their personal work experiences with each other.	Board						1					
				Team			1			2	2		1		
7.7	**6.7**	2.3	Team members care about each other.	Board						1					
				Team			1		1		1	2		1	
6.8	**6.1**	2.0	Team members have a strong sense of connection with one another.	Board				1							
				Team			1			1	2	2			

* SD – standard deviation of the raters from the average score

Culture

Bench-mark	Team Score	Team SD*	Themes and Items	Rater Group	1	2	3	4	5	6	7	8	9	10	N/A
6.8	**5.8**		Professional conflict												
6.7	**5.7**	1.9	The team deals with conflict collaboratively because relationships matter.	Board							1				
				Team			1	1	1	1		2			
6.7	**5.6**	2.4	The team has difficult conversations in a professional manner.	Board			1								
				Team		1			1	1	1	2			
6.9	**5.6**	2.2	The team ensure that the hard issues get discussed.	Board			1								
				Team			1	1		1	1	2			
6.6	**6.0**	1.6	The team resolves conflicts in a timely manner.	Board							1				
				Team			1		1	1	2	1			
6.9	**6.0**	2.4	The team voices opinions even if it makes others uncomfortable.	Board			1								
				Team			1		1	1		2	1		

* SD – standard deviation of the raters from the average score

Culture

Bench-mark	Team Score	Team SD*	Themes and Items	Rater Group	Response Frequencies										
					1	2	3	4	5	6	7	8	9	10	N/A
6.7	**6.5**		Communication												
7.1	**7.0**	1.2	The team effectively exchanges views and opinions from all team members on important issues.	Board							1				
				Team					1	1	1	3			
6.6	**5.4**	2.4	There is a high level of open and honest communication across the whole team.	Board		1									
				Team			1		2		1	2			
7.3	**6.9**	1.5	Team members keep each other abreast of important issues affecting their areas of responsibility.	Board				1							
				Team						1	2	3			
6.3	**6.4**	2.2	The team makes time to celebrate successes and milestones.	Board							1				
				Team		1				2	1	1	1		
6.0	**6.7**	2.3	The team makes time for social interactions that build personal relationships.	Board						1					
				Team			1		1		1	2		1	

* SD – standard deviation of the raters from the average score

Culture

Bench-mark	Team Score	Team SD*	Themes and Items	Rater Group	1	2	3	4	5	6	7	8	9	10	N/A
6.8	**6.1**		Emotional Intelligence												
6.9	**6.3**	1.7	Team members consistently display a high level of emotional intelligence.	Board				1							
				Team				1		1	2	2			
6.7	**5.7**	2.6	Team members assess social situations accurately by observing the interests, feelings and goals of others.	Board				1							
				Team			2			1	2				1
7.3	**6.4**	1.7	Team members demonstrate empathy towards each other.	Board						1					
				Team			1			1	2	2			
6.9	**5.9**	1.6	Team members have a high level of self-awareness.	Board						1					
				Team				2	1		2	1			
6.5	**6.1**	2.3	Team members use their emotions intelligently to get the best out of others.	Board			1								
				Team			1			1	2	1	1		

* SD – standard deviation of the raters from the average score

Culture

Bench-mark	Team Score	Team SD*	Themes and Items	Rater Group	1	2	3	4	5	6	7	8	9	10	N/A
6.8	**6.1**		Collaboration												
7.0	**5.6**	2.0	Team members effectively collaborate with each other across their respective portfolios.	Board			1								
				Team			1		1	1	2	1			
6.9	**6.1**	2.0	Team members believe that team success is more important than individual success.	Board					1						
				Team			1		1	1	1	1	1		
7.2	**6.1**	2.4	Team members regularly share experiences and knowledge that benefit the whole team.	Board				1							
				Team			1	1			1	2	1		
6.1	**6.3**	2.3	Team members actively avoid the creation of 'silos'.	Board						1					
				Team			1		2		1	1		1	
6.9	**6.3**	1.9	Team members go out of their way to help each other succeed.	Board						1					
				Team			1		1		3		1		

* SD – standard deviation of the raters from the average score

Culture

Bench-mark	Team Score	Team SD*	Themes and Items	Rater Group	1	2	3	4	5	6	7	8	9	10	N/A
6.9	**6.2**		Resilience												
6.8	**7.1**	1.3	Team members avoid dysfunctional behaviour.	Board								1			
				Team					1	1	2	1	1		
7.3	**6.4**	2.0	Team members consistently bring a positive attitude to the team.	Board						1					
				Team			1		1		2	1	1		
7.1	**4.7**	1.7	Team members rarely make errors due to lack of composure.	Board						1					
				Team		1	1		2	1	1				
7.4	**6.6**	2.1	Team members recover quickly from setbacks.	Board								1			
				Team			1		1	1	1	1	1		
6.1	**6.0**	2.1	Team members take good care of self to avoid stress and burnout.	Board						1					
				Team			1	1	2			1	1		

* SD – standard deviation of the raters from the average score

Opportunities to Improve

Raters were asked to choose the top four opportunities to improve the Performance and Culture of the team from the list below. The top opportunity to improve has a weight of 4, the second has a weight of 3, the third has a weight of 2 and the fourth of 1. The score in the right-hand column is the sum of the scores.

Bench-mark	Team Rank	Opportunities to Improve	1	2	3	4	Total Score
4	1	IMPROVE COMMUNICATIONS: Open and honest communications, keep us updated, share the big picture, share information, communicate decisions				3	12
3	2	MORE ACCOUNTABILITY: Challenge each other constructively, correct poor behaviour, stronger KPI reviews, hold people responsible, challenge poor performers		1	1	1	9
1	3	MORE COLLABORATION: One team approach, no silo's, less them and us, all on the same page, working together with one goal			3		9
9	4	CELEBRATE SUCCESSES: Celebrate achievements, more recognition and reward, recognise good performance, celebrate wins and milestones	1	2	1		8
6	5	PROCESS IMPROVEMENT: Streamline processes, standardise processes, continuous improvement, improve internal processes, consistency	1	1		1	7
7	6	CLEARER VISION, STRATEGY AND GOALS: Clear KPI's, a clear business plan, shared sense of purpose, clear direction, disciplined strategic reviews	1			1	5
8	7	TEAM BUILDING: Understand each other, share our strengths and weaknesses, build self-awareness, team building exercises, understand each other's personality and work style			1		3
7	8	TACKLE THE DIFFICULT ISSUES: More healthy debate, challenge each other, discuss the hard issues, don't avoid conflict	2				2
11	9	REGULAR FEEDBACK: Continuous performance feedback, constructive feedback, ongoing feedback on how to do better		1			2
5	10	SET PRIORITIES: Be clear on priorities from the beginning, allocate time according to priorities, better manage competing priorities, honest discussions on priorities		1			2
15	11	MORE SOCIAL OCCASIONS: Social events, more time together as friends, social activity, regular social occasions	1				1
10	12	CLEARER ROLES AND RESPONSIBILITIES: Clarify exactly who does what, clearly define job descriptions, get people to take ownership, understanding each other's roles and responsibilities					
12	13	MORE RESOURCES: Need more resources, align resources to business objectives, better resource planning, better sharing of resources					
14	14	REGULAR MEETING RHYTHM: Regular business reviews, regular team meetings, stronger planning process, separate operational from strategic reviews, strategic discussions					
13	15	BETTER MEETINGS: Clearer agendas, improve punctuality, better attendance, not wasting time, regular meetings for catch ups					

Sample Team

Comments

This section provides verbatim comments from all respondents in relation to the Performance and Culture of the team. You will gain the most value if you pay attention to the frequently occurring topics and suggestions. Try to view the information objectively and reconcile it with the information in the previous sections of the report.

What would improve the PERFORMANCE of the team?

Board: Working more on collaborative projects to compliment each other's capabilities.

Team: Collaboration, understanding, supporting and holding each other accountable, focus on strategic and while supporting operational activities.

Team: Focusing on Strategic deliverables and mapping activities to the realization of KPIs

Team: keep the team and members motivated and appreciated

Team: Meeting deadlines for submissions

Team: 1. Each team member to understand the importance of team work and the need to support each other, that it takes contribution of each member to achieve corporate goals. No one Member can achieve if others are not 2. Members to hold each other accountable for non-performance, e.g., for simple things as submission of reports on time 3. Members to recognize the important role of leadership and lead by example. This will cascade down the organization and improve performance

Board: Honest and constructive communication as well as celebration of team successes.

Team: Accountability and focus on Corporate goals.

Team: building trust among the team, to promote open and candid discussions

Team: hold each member accountable

Team: Honesty and Transparency, and taking feedback positively

Team: 1. Define preferred culture (prioritize two sets of behaviour that define desired culture) and each Member to commit to abide by the culture. Agree consequences for deviation from the agreed culture

What are the strengths of this team?

Board: The team has really shown their ability to perform to a high level, including when working through some significant challenges and under more pressure than usual.

Team: We really work together quite effectively as a team. This includes ensuring that our meetings finish with clear decisions and next steps to ensure that we are productive and achieving desirable outcomes. We are also very clear on our strategic priorities which helps when prioritising actions.

Team: Being able to think creatively when generating ideas and solutions and then ensuring that these ideas are turned into reality.

Team: Challenging each other to improve and perform to a high standard. As a team, we are very driven and motivated to be a high performing team.

Team: The team is really good with when we have been required to deal with changing circumstances. We have also been able to show our ability to really perform at a high standard when dealing with challenging situations.

Team: 1. Dealing with challenging situations and setbacks. 2. Identifying opportunities to improve and add value. 3. Achieving set goals and KPIs.

Sample Team