



## TEAM SIGNALS 360 REPORT

Team Signals uses the High Energy Teams Model to assess a team's development priorities. Individual results are aggregated to display a 360-degree view of the team's responses to eight strategic development questions. Teams that have answers to each of these questions are more likely to become high-performing teams.

This report provides a clear and actionable overview of team satisfaction using a traffic light system. The Team Signals report acts as a baseline for development, a pulse check and a tool for ongoing improvement.

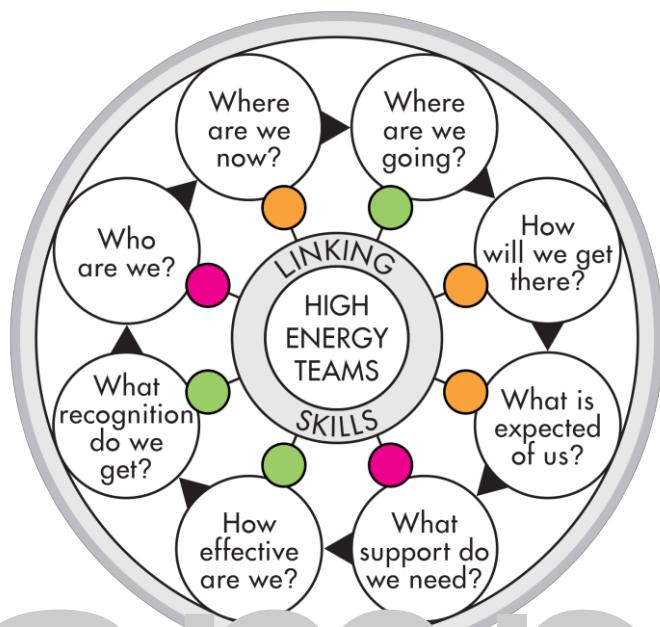
- **Green (above 75%)** represents areas of strength. These are the practices that a team excels at and should be leveraged further to sustain positive momentum. Reflect on what makes these areas strong and how to build on this foundation. Consider questions like: *What are we doing to maintain this strength? How can we leverage this success in other areas?*
- **Orange (between 50% - 75%) or Pink (below 50%)** highlights potential opportunities for improvement. Focus on one or two key priorities to address first. Start with the foundational questions, 'Who are we?' and 'Where are we now?'. Ensure these are resolved before progressing to questions about direction, expectations or recognition. Addressing the questions in this sequence ensures that the development journey follows a logical and effective order. Explosive questions like 'What is a source of concern? What can we do to address this challenge effectively? What steps will have the greatest impact?' are located on the third page of the report. The orange or pink responses to each question. The highest and lowest scores are indicated by the width of the band:
  - **Narrow bands** indicate a consistency of the team's responses.
  - **Wider bands** suggest outliers or differing perspectives, which can be investigated to understand their impact on team dynamics.





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TEAM:



**Pink (Immediate Attention Required):** Any sector with a score below 50% indicates room for improvement.

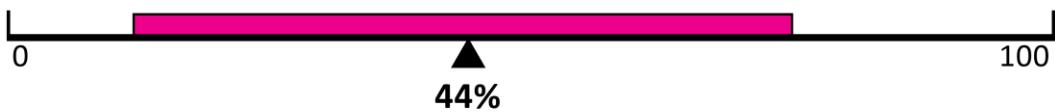
**Orange (Moderate Development Achieved):** Sectors scoring between 50-75% suggest that most team members' development goals are being met to some extent.

**Green (Development Goals Met):** Sectors with scores above 75% demonstrate that the team is effectively meeting its development goals.





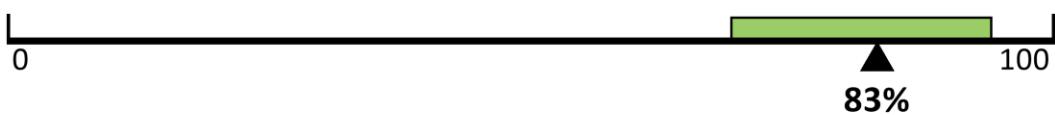
WHO ARE WE?



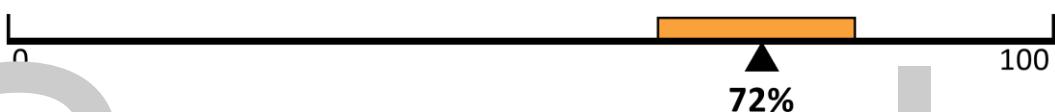
WHERE ARE WE NOW?



WHERE ARE WE GOING?



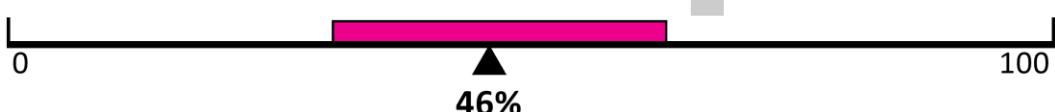
HOW WILL WE GET THERE?



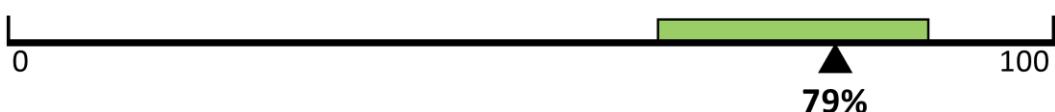
WHAT IS EXPECTED OF US?



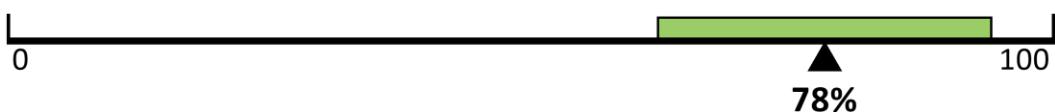
WHAT SUPPORT DO WE NEED?



HOW EFFECTIVE ARE WE?



WHAT RECOGNITION DO WE GET?



Range (min to max)

Average score

Below 50%

50-75%

Over 75%





## TEAM SIGNALS

### TEAM: Sample Reporting Group

This report reflects your personal assessment of your team's performance using the High Energy Teams Model. It highlights areas where you perceive your team to be excelling and identifies opportunities for improvement.

Your responses have been converted into percentage scores based on the maximum possible for each sector. Once all team members have completed the questionnaire, your facilitator will receive a separate report showing the aggregated team results—how the team as a whole is perceived by its members.

Before reviewing the combined team results, take time to explore your individual insights in this personalised report.



- Pink (Immediate Attention Required):** If you have scored your team below 50% then this is a sector where you think your team could make substantial improvements. It is recommended that your team meets to discuss answers to the relevant questions.
- Orange (Moderate Development Achieved):** If you have scored your team in the range 50-75% for all sectors then most of your team's development goals are probably being met. However, there may be scope for further development.
- Green (Development Goals Met):** If you have scored your team above 75% on all sectors then you consider your team to be effectively meeting its development goals. Congratulations!





**Your Score: 69%**

Before planning where you're heading as a team, it's useful to look at team balance, whether people are likely to be risk-averse or risk-accepting, and whether conflicting values are likely to arise. Here it's valuable to carry out a Team Situational Analysis where the team examines its Strengths, Weaknesses, Opportunities and Threats and determines whether the necessary resources are available to achieve the Team Purpose. This circle is coloured orange because you're reasonably sure that team members know where the team is at present and are able to implement development initiatives that will make it even more effective. Some further discussion of the issues below may be necessary to improve understanding.

An important part of addressing the 'Where are we now?' issue is to look at the 'balance' within the team. This can be done easily by examining individual work preferences. If everyone in the team has strong work preferences for Organisational Processes, Events and Meetings, then an Innovating and Adapting team may lead to a reduced emphasis on gathering information and the acceptance of new ideas. However, you are confident that there is good team balance to cope with a range of aspects of teamwork.

Some teams can see the opportunities that lie ahead whereas others seem to lack foresight. In planning for the future it's worth identifying the 'risk-orientation' of each team member. This is measured by the QO<sub>2</sub>™ metric. A low QO<sub>2</sub>™ may explain why some team members may place less emphasis on seeing the opportunities. This may be the case as you've indicated strongly that the team isn't good at seeing the opportunities that lie ahead. Perhaps you should check whether others share your views.

It's important for a team to recognise any weaknesses it may have. These may relate to either external factors or internal factors. If not recently done it might be useful to carry out a team SWOT analysis (Strengths, Weaknesses, Opportunities, Threats), although you're reasonably sure that the team's strengths and weaknesses are clear to all.

A useful framework to review the stages of teamwork is Tuckman's model of Forming, Storming, Norming and Performing. High-energy teams set and achieve goals, diagnose and solve problems, have open communication, good support and high levels of trust. Above all they set and achieve goals regularly. You've indicated that your team could be functioning at the highest level – Performing.





## Linking Skills

Addressing the eight strategic questions that are the basis of your team's development priorities requires the application of Linking Skills. These create the atmosphere in which the team works, by promoting harmony and trust. In discussions with team members you will need to implement the six People Linking Skills of:

- Active Listening
- Communication
- Team Relationships
- Problem Solving & Counselling
- Participative Decision Making
- Interface Management

**Active Listening** is about indicating to the other person that you've received and understood what they've said. Techniques such as seeking clarification, summarizing, and two-way discussion are all a part of the process of active listening.

**Communication** involves interacting with other people in a way that enters their model of the world rather than just staying in your own worldview.

**Team Relationships** is about maintaining respect, understanding and trust.

**Problem Solving & Counselling** is about being available and responsive to people's concerns.

**Participative Decision Making** means involving others in making decisions on key issues so that there is joint ownership of solutions and commitment to their implementation.

**Interface Management** is a term used to describe the process of managing the links between team members and from the team itself to other teams or key stakeholders. The two important aspects of Interface Management are external Linking and internal Linking.

More information on Linking Skills is available from your Team Management Systems (TMS) Accredited Practitioner.





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# Sample

