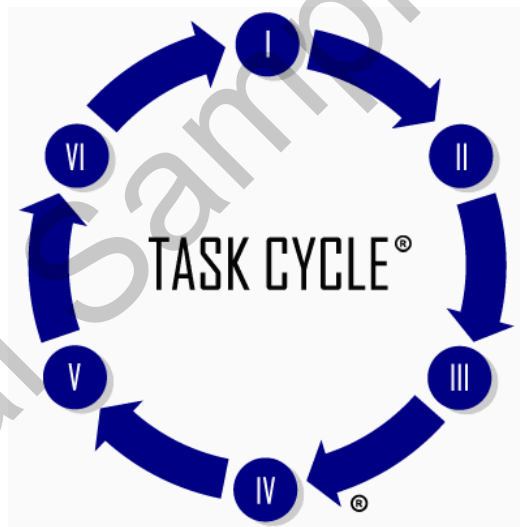


Confidential Feedback Report

Sample Team, ABC Company

July 2020

Our Team



T H E

CLARK WILSON GROUP

I N C O R P O R A T E D

TABLE OF CONTENTS

This report contains your team's results from the Our Team survey. It begins with summary views, proceeds to a detailed listing of each question, and concludes with a development plan.

Preface

An introduction to the report, survey, and Task Cycle®.

INTERPRETATION
GUIDANCE

**Score Summaries****Appendix A**

1. Plots of your team's raw scores and centile scores separated by rater group.
2. Highlights of your team's centile scores.
3. A listing of your team's highest and lowest scoring questions separated for each rater group.

Question Scores & Details**Appendix B**

A listing of your team's scores on each Task Cycle® skill, including your scores on each question of the survey.

Open-Ended Comments**Appendix C**

A verbatim listing of comments provided by the team.

Appendix

The appendix provides interpretation guidance for each section of the report.

PREFACE

About the Our Team

Before you begin analyzing this report, make sure you are mindful of what you want the team to achieve. Take a few moments to also think about your team, the people who make up the team, and the environment in which it operates. Your team raters draw on recent experiences, such as the last few projects or previous year, when evaluating the areas of team functioning.

The body of this report presents all of the questions in the Our Team. In addition, there are a wide variety of one-page summaries, from graphs to number tables. This is to accommodate different learning styles.

Interpreting Your Results

There are several ways you can interpret the data in this report. Here are a few points to get you started:

1. Consider the relevancy of different skills in relation to the team's responsibilities. Scoring high or low in a particular skill might be irrelevant if the team is never or rarely responsible for demonstrating mastery of that skill.
2. Examine differences in scores between different rater levels and try to understand why these occur.

An appendix is located in the back of this report to help you interpret the data from each section. Please refer to it for further information.

Key Terms and Concepts

There are several terms throughout the report that are important to understanding the team's results. The most important are:

Raw Score

This is the actual score that was given by those who completed the survey.

Centile

This compares the team's scores to everyone else who has taken the survey. If the team's centile score for a particular skill is "30," it means that 30% of the teams who have taken the survey scored lower than your team (and 70% scored higher). Likewise, if the team's centile score is "65," it means that 65% of the teams who have taken the survey scored lower than your team (and 35% scored higher). Centile scores are presented frequently throughout the report, and are intended to give you a competitive analysis of how the team's skills compare to others in similar situations.

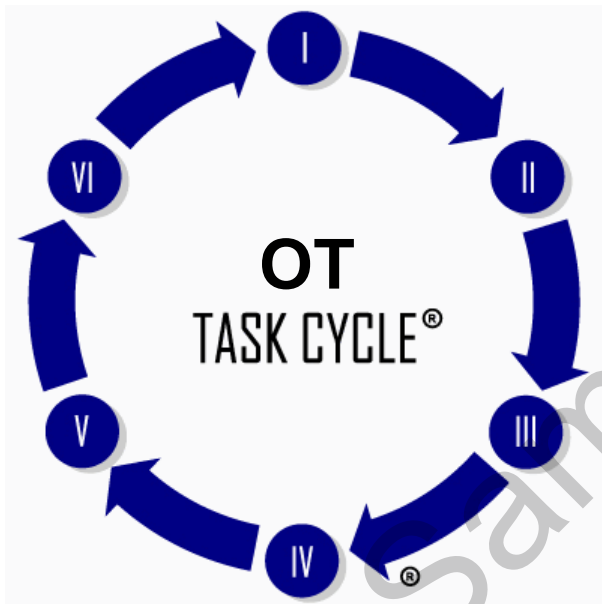
Situational Scales (*)**

Dimensions marked with (***) are dimensions on which high scores are not necessarily desirable. When these are the only strengths in a profile, it indicates that the team is not working together. However, when balanced with solid team skills and used strategically, they can significantly enhance your team's effectiveness.

PREFACE

The Task Cycle

The feedback in this report is organized into six phases of activity that all teams engage in, called the Task Cycle. The Task Cycle is a sequential, valid organizing tool that can help you know where to focus your team's development.



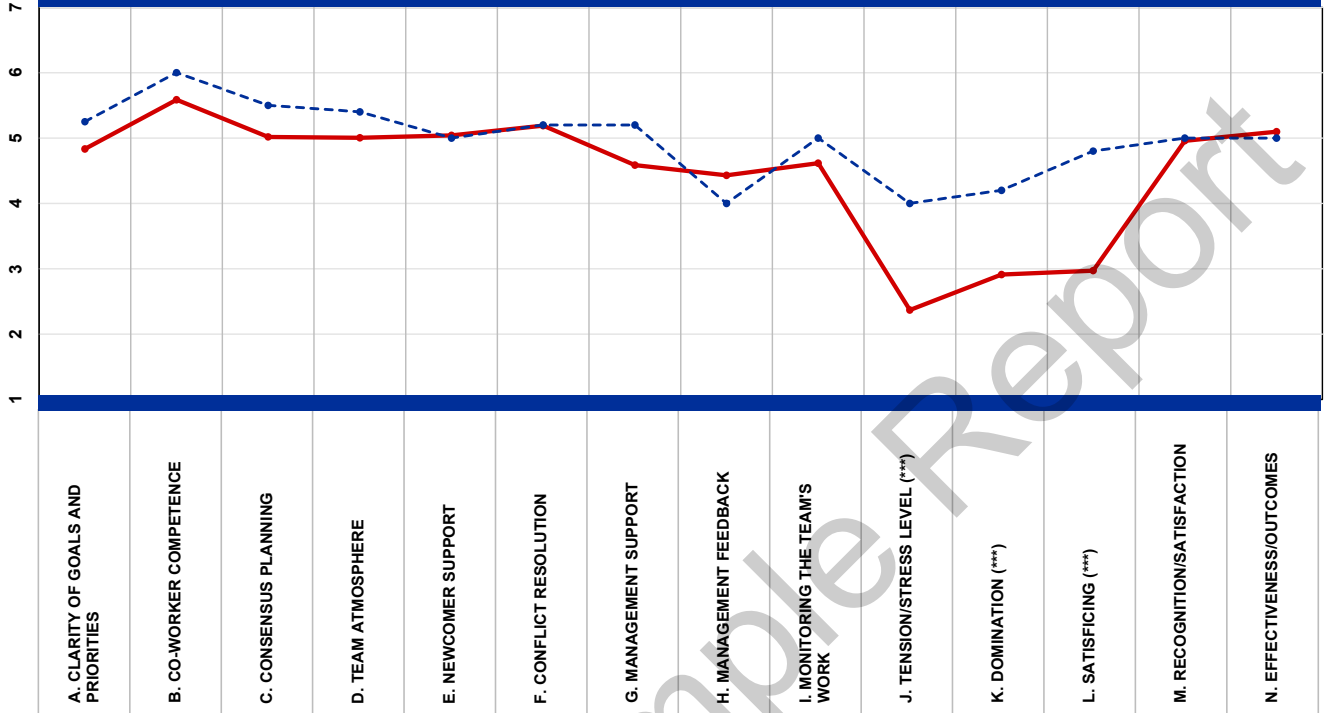
| TASK CYCLE® PHASES |
|-----------------------------|
| I. FOCUS |
| II. TEAM COMPETENCE |
| III. INTERNAL RELATIONS |
| IV. FEEDBACK ON PERFORMANCE |
| V. CONTROL |
| VI. MEMBER SATISFACTION |

Three reasons why you should care about the Task Cycle®

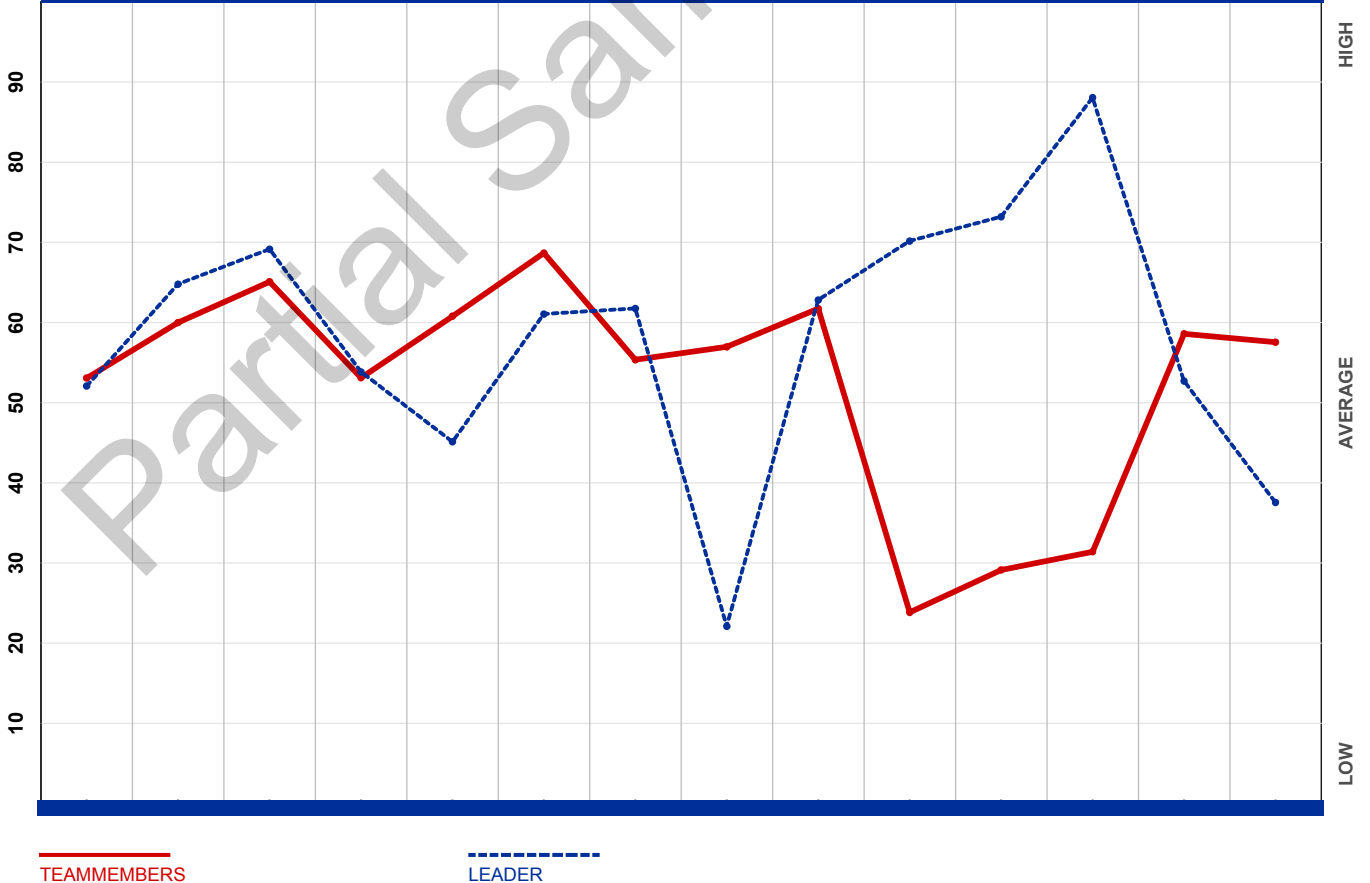
1. The Task Cycle organizes all of your team's feedback data into logical, business-relevant categories of action, which will help you and your team to focus and direct developmental activity.
2. The Task Cycle is organized sequentially, with the phases of greatest leverage appearing first. As a result, if your team focus is on developing capacity in the earliest phases of the cycle, it will see the greatest benefit to the entire performance of the team.
3. Your team's performance across the Task Cycle phases predicts how others perceive the impact of its efforts.

SCORE SUMMARIES

YOUR TEAM'S RAW SCORES (Actual Survey Responses)



YOUR TEAM'S CENTILE SCORES (How the Team Compares to Others)



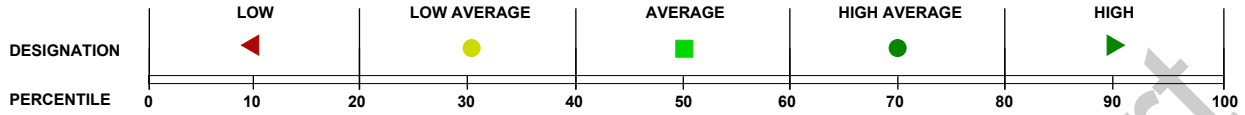
TEAMMEMBERS

LEADER

SCORE SUMMARIES

CENTILE HIGHLIGHTS

These comparisons are in reference to the norms for each rating group.



TASK CYCLE SKILLS

I. FOCUS

TEAMMEMBERS LEADER

| | | | |
|------------------------------------|---|---|--|
| A. CLARITY OF GOALS AND PRIORITIES | ■ | ■ | |
|------------------------------------|---|---|--|

II. TEAM COMPETENCE

| | | | |
|-------------------------|---|---|--|
| B. CO-WORKER COMPETENCE | ● | ● | |
| C. CONSENSUS PLANNING | ● | ● | |

III. INTERNAL RELATIONS

| | | | |
|------------------------|---|---|--|
| D. TEAM ATMOSPHERE | ■ | ■ | |
| E. NEWCOMER SUPPORT | ● | ■ | |
| F. CONFLICT RESOLUTION | ● | ● | |
| G. MANAGEMENT SUPPORT | ■ | ● | |

IV. FEEDBACK ON PERFORMANCE

| | | | |
|-------------------------------|---|---|--|
| H. MANAGEMENT FEEDBACK | ■ | ● | |
| I. MONITORING THE TEAM'S WORK | ● | ● | |

V. CONTROL

| | | | |
|-------------------------------|---|---|--|
| J. TENSION/STRESS LEVEL (***) | ● | ● | |
| K. DOMINATION (***) | ● | ● | |
| L. SATISFICING (***) | ● | ▶ | |

VI. MEMBER SATISFACTION

| | | | |
|-----------------------------|---|---|--|
| M. RECOGNITION/SATISFACTION | ■ | ■ | |
|-----------------------------|---|---|--|

IMPACT

IMPT. RESIDUAL IMPACT

| | | | |
|---------------------------|---|---|--|
| N. EFFECTIVENESS/OUTCOMES | ■ | ● | |
|---------------------------|---|---|--|

(***) Must be interpreted in light of the situation.

SCORE SUMMARIES

5 HIGH/LOW FROM TEAMMEMBERS

5 highest rated questions

| # Question | Dimension | TEAMMEMBERS |
|--|-------------------------|-------------|
| 15. My co-workers are knowledgeable about their work | B. CO-WORKER COMPETENCE | 5.83 |
| 27. People in this group are well trained and capable | B. CO-WORKER COMPETENCE | 5.78 |
| 3. Our team members are highly competent | B. CO-WORKER COMPETENCE | 5.68 |
| 62. The atmosphere in our team is collegial and cooperative | D. TEAM ATMOSPHERE | 5.52 |
| 50. Most team members are willing to help you if you have a work problem | D. TEAM ATMOSPHERE | 5.48 |

5 lowest rated questions

| # Question | Dimension | TEAMMEMBERS |
|--|------------------------|-------------|
| 17. Newcomers get a lot of attention to bring their work up to acceptable levels | E. NEWCOMER SUPPORT | 3.92 |
| 18. We are made fully aware of how well we are doing our work | H. MANAGEMENT FEEDBACK | 4.24 |
| 31. All the information we need to do our work is readily available | G. MANAGEMENT SUPPORT | 4.26 |
| 54. We are made aware of how our management thinks our team is performing | H. MANAGEMENT FEEDBACK | 4.35 |
| 19. We have adequate resources to achieve our objectives | G. MANAGEMENT SUPPORT | 4.36 |

SCORE SUMMARIES

5 HIGH/LOW FROM LEADER

5 highest rated questions

| # Question | Dimension | LEADER |
|--|------------------------------------|--------|
| 3. Our team members are highly competent | B. CO-WORKER COMPETENCE | 7.00 |
| 37. We keep our priorities in focus so we can be an effective team | A. CLARITY OF GOALS AND PRIORITIES | 6.00 |
| 1. We know what we are expected to do; our goals are clear | A. CLARITY OF GOALS AND PRIORITIES | 6.00 |
| 27. People in this group are well trained and capable | B. CO-WORKER COMPETENCE | 6.00 |
| 71. All our team members make worthwhile contributions to our work | B. CO-WORKER COMPETENCE | 6.00 |

5 lowest rated questions

| # Question | Dimension | LEADER |
|---|------------------------------------|--------|
| 25. We are clear about our goals in team discussions | A. CLARITY OF GOALS AND PRIORITIES | 4.00 |
| 26. We help each other a lot | D. TEAM ATMOSPHERE | 4.00 |
| 6. We are honestly told what management thinks about the team's performance | H. MANAGEMENT FEEDBACK | 4.00 |
| 18. We are made fully aware of how well we are doing our work | H. MANAGEMENT FEEDBACK | 4.00 |
| 30. Our superiors give us honest evaluations of our output | H. MANAGEMENT FEEDBACK | 4.00 |

QUESTION SCORES & DETAILS

PHASE: FOCUS

A. Clarity of Goals and Priorities

Dimension Table

The numbers presented in the table below are assessed by the questions located below with a rating of 1 to 7.

| RATER(S) | RAW AVG | NORM | CENTILE | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | PRE AVG | PRE CEN |
|------------------|---------|------|---------|----|----|----|----|----|----|----|----|----|---------|---------|
| TEAMMEMBERS (25) | 4.83 | 4.73 | 53 | | | | | | | | | | --- | --- |
| LEADER (1) | 5.25 | 5.20 | 52 | | | | | | | | | | --- | --- |

RATER(S)

TEAMMEMBERS (25)

LEADER (1)

↓ Question # within survey

| | AVG | SD | NR | 1 | 2 | 3 | 4 | 5 | 6 | 7 | PRE AVG |
|---|--------|-----|-----|---|---|---|---|---|---|---|---------|
| 1. We know what we are expected to do; our goals are clear | 4.7 | 1.2 | 3 | . | 1 | 3 | 6 | 8 | 6 | 1 | --- |
| | LEADER | 6.0 | --- | . | . | . | . | . | 1 | . | --- |
| 25. We are clear about our goals in team discussions | 4.7 | 1.3 | 5 | . | 1 | 2 | 9 | 3 | 6 | 2 | --- |
| | LEADER | 4.0 | --- | . | . | . | 1 | . | . | . | --- |
| 37. We keep our priorities in focus so we can be an effective team | 5.3 | 1.1 | 5 | . | . | 1 | 5 | 6 | 9 | 2 | --- |
| | LEADER | 6.0 | --- | . | . | . | . | . | 1 | . | --- |
| 66. We understand how our team's goals relate to organization goals | 5.1 | 1.4 | 6 | . | . | 3 | 5 | 5 | 4 | 5 | --- |
| | LEADER | 5.0 | --- | . | . | . | . | 1 | . | . | --- |

OPEN-ENDED COMMENTS

What does this team do that it should continue to do?

TeamMembers

- ▶ Communicate
- ▶ Very productive in publications.
- ▶ Work exceptionally well together.
- ▶ *No comment provided.*
- ▶ Keep on working well with each other
- ▶ Meets regularly.

Leader

- ▶ work as it does

Partial Sample Report

OPEN-ENDED COMMENTS

What should this team do to be more effective?

TeamMembers

- ▶ N/A
- ▶ deal with the ego problems better
- ▶ Respond to new challenges
- ▶ Have not done formal evaluation of team activities or success.
- ▶ n/a
- ▶ *No comment provided.*

Leader

- ▶ I think we are already very effective

Partial Sample Report

OPEN-ENDED COMMENTS

What does this team do that should be stopped?

TeamMembers

- ▶ N/A
- ▶ nothing
- ▶ n/a
- ▶ gossip!
- ▶ Too early to tell!
- ▶ *No comment provided.*

Leader

- ▶ nothink I can think of

Partial Sample Report

APPENDIX

The appendix will give you detailed instructions on data interpretation for the various charts shown in this report. In addition to the instructions you will find key concepts explained and definitions to common labels used throughout the report.

Appendix A

Score Summaries

PLOT OF RAW SCORES

All of your team's raw scores for each dimension are presented separately for each rater level on the plot at the top of the page. Compare different rater levels and look for trends. A legend showing the colors for each rater level is located at the bottom of the page.

PLOT OF CENTILE SCORES

This summary of your team's scores on each dimension serves as the primary interpretation tool for many users. All of the team's centile scores for each dimension are presented separately for each rater level on the plot.

CENTILE HIGHLIGHTS

The Centile Highlights displays an overview of your feedback, giving centile ranks for each dimension separated by rater level. This presentation shows the differences or similarities in rater perspectives.

5 HIGH AND 5 LOW QUESTIONS

This summary lists the team's highest and lowest scoring questions separated for each rater group. Situational scales marked with three asterisks are interpreted in light of the situation and therefore are not included in this section. In addition, the Outcomes/Impact scales are not included.

Consistency Between Raters

Look for such distinguishing characteristics as consistencies between different rater levels. If all of the team raters rated the team's effectiveness extremely low in particular dimensions, these may be good areas in which to focus your team's development.

Differences Between Raters

Differences between scores can provide very useful clues. Every person and group of people will have their own perception of the team. You can learn something about the team by listening to each perspective.

APPENDIX**Appendix B****Question Scores and Details**

This section is the heart of the report. The data presented follows the sequence of the Task Cycle. Each dimension will have a table of dimension scores and a table of question scores.

The dimension table allows you to compare rankings on the dimension from each rater group. TeamMembers and Others are not broken out separately when the minimum number required to protect rater anonymity are not completed by the survey deadline.

Below the dimension table you will see data for each question making up the dimension. This includes: average score, standard deviation, exact frequency of the "NR" and "1-7" ratings, and, if your group took the survey before, previous average scores.

Appendix C**Open-Ended Comments**

These written comments appear exactly as they were entered into the web survey--without editing. Comments are organized according to rater levels.

Raters were discouraged from referring to events or using language that would identify them. To further protect their privacy, the comments are randomized within the different rating groups.