the affina team performance inventory

Sample A Team

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AOD Affina
Organisation
Development
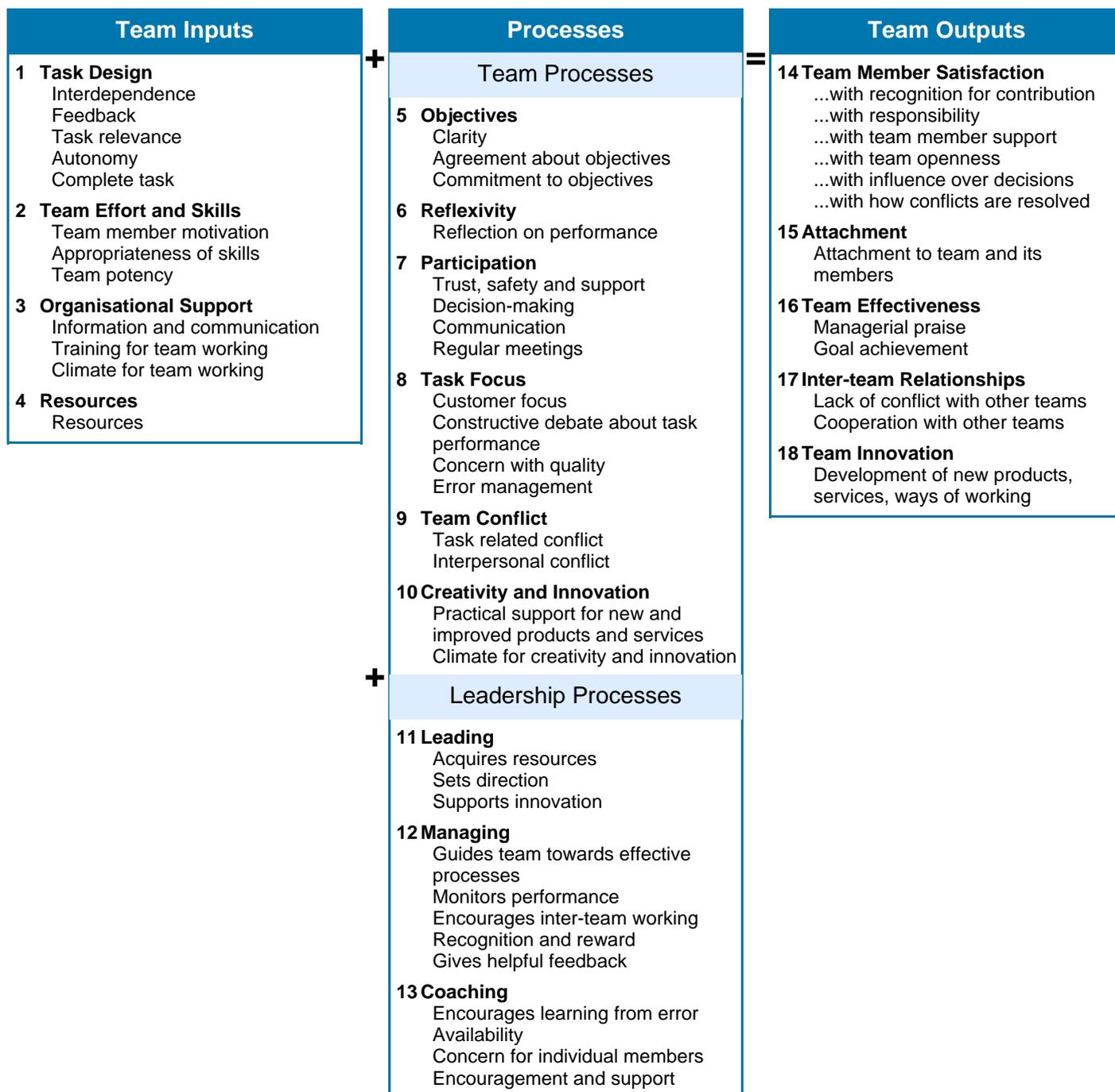
An overview of the Affina Team Performance Inventory

The ATPI measures the elements, dimensions and components that deliver effective performance at team and organisational levels.

The ATPI is used by teams that are performing well to enable them to develop further and sustain performance and it is also used by teams that are under-performing to identify why the team is not achieving its full potential.

The ATPI is a three-element model, comprising 18 dimensions. Each dimension is defined by the components which provide more detailed information about team effectiveness.

Team Inputs

1 **Task Design**
   Interdependence
   Feedback
   Task relevance
   Autonomy
   Complete task

2 **Team Effort and Skills**
   Team member motivation
   Appropriateness of skills
   Team potency

3 **Organisational Support**
   Information and communication
   Training for team working
   Climate for team working

4 **Resources**
   Resources

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Processes

Team Processes

5 **Objectives**
   Clarity
   Agreement about objectives
   Commitment to objectives

6 **Reflexivity**
   Reflection on performance

7 **Participation**
   Trust, safety and support
   Decision-making
   Communication
   Regular meetings

8 **Task Focus**
   Customer focus
   Constructive debate about task performance
   Concern with quality
   Error management

9 **Team Conflict**
   Task related conflict
   Interpersonal conflict

10 **Creativity and Innovation**
   Practical support for new and improved products and services
   Climate for creativity and innovation

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Leadership Processes

11 **Leading**
   Acquires resources
   Sets direction
   Supports innovation

12 **Managing**
   Guides team towards effective processes
   Monitors performance
   Encourages inter-team working
   Recognition and reward
   Gives helpful feedback

13 **Coaching**
   Encourages learning from error
   Availability
   Concern for individual members
   Encouragement and support

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Team Outputs

14 **Team Member Satisfaction**
   ...with recognition for contribution
   ...with responsibility
   ...with team member support
   ...with team openness
   ...with influence over decisions
   ...with how conflicts are resolved

15 **Attachment**
   Attachment to team and its members

16 **Team Effectiveness**
   Managerial praise
   Goal achievement

17 **Inter-team Relationships**
   Lack of conflict with other teams
   Cooperation with other teams

18 **Team Innovation**
   Development of new products, services, ways of working

About the analysis

The report collates the views of those members of the team who have completed the ATPI questionnaire. The team members' answers are aggregated to produce a score for each element, dimension and component. These scores are then compared with scores from a representative sample of comparable teams (the norm group). The analysis calculates whether, in comparison to those other teams, the team's scores on each dimension are:

Well Below Average (WBA)	Below Average (BA)	Average (A)	Above Average (AA)	Well Above Average (WAA)
Bottom 9% of team scores	Next 24% of team scores	Middle 34% of team scores	Next 24% of team scores	Top 9% of team scores

For each dimension the report also shows the level of agreement in the views of team members who have completed the ATPI questionnaire. For each dimension the level of agreement is shown at one of the following levels:

Low Level Of Agreement	Moderate Level Of Agreement	High Level Of Agreement
SD greater than 1	SD between 0.5 and 1	SD below 0.5

Some important notes:

The report contains sensitive information and should be kept confidential to the team unless team members have given permission for wider distribution.

The report refers to 'your team's scores' however the results are only representative of your team to the extent that a representative number of team members completed the ATPI questionnaire and answered the questions frankly.

The software that produces this report applies rules to produce a narrative report based on the way in which team members have scored the team. The text has been carefully prepared to reflect the dimensions measured by the ATPI and no liability whatsoever for the way in which this information is used can be accepted by Affina Organisation Development Ltd.

About your team and the comparison group

This team report has been produced from information given by members of the Sample A Team through completion of the Affina Team Performance Inventory. It is intended to support the development of effective team working.

Valid responses were received from 13 team members.

Your team has been compared with other teams which are defined as Service Teams.

(CG214 AUG17 Service Teams)

Team Overview

	Dimension	1	2	3	4	5	Agreement
	1 Task Design				◆		high
	2 Team Effort and Skills				◆◇		moderate
	3 Organisational Support			◇◆			moderate
	4 Resources		◆ ◇				moderate
	5 Objectives				◇◆		moderate
	6 Reflexivity			◇◆			moderate
	7 Participation			◆◇			moderate
	8 Task Focus			◆ ◇			moderate
	9 Team Conflict			◇◆			moderate
	10 Creativity and Innovation			◆◇			moderate
	11 Leading				◇◆		moderate
	12 Managing				◇◆		moderate
	13 Coaching				◆◇		moderate
	14 Team Member Satisfaction			◆◇			low
	15 Attachment			◆ ◇			moderate
	16 Team Effectiveness			◆◇			moderate
	17 Inter-team Relationships			◇◆			moderate
	18 Team Innovation			◆◇			moderate

◆ your team

◇ comparison group

Team Inputs

Overall, your team has scores that are in the **average** range on dimensions that measure **Team Inputs**	Response Scale	1	2	3	4	5	Mean
	your team			◆			3.45
	comparison group				◇		3.46

1 Task Design

Overall dimension score: **average** Level of agreement: **high**	Response Scale	1	2	3	4	5	Mean
	your team				◆		3.59
	comparison group				◇		3.61

The components that make up the Task Design dimension are:	WBA	BA	A	AA	WAA
Interdependence				▨	
Feedback				▨	
Task relevance		▨			
Autonomy		▨			
Complete task		▨			

Team members report that the team does not have a complete or challenging task to perform and the team's work is not considered to be relevant to the overall aims of the organisation. Team members need to work interdependently however, the team does not appear to have much autonomy to decide how its work is carried out. Team members receive high levels of feedback about team performance.

2 Team Effort and Skills

Overall dimension score: **average** Level of agreement: **moderate**	Response Scale	1	2	3	4	5	Mean
	your team				◆		3.64
	comparison group				◇		3.69

The components that make up the Team Effort and Skills dimension are:	WBA	BA	A	AA	WAA
Team member motivation			▨		
Appropriateness of skills			▨		
Team potency		▨			

The team has some of the skills required to achieve the team task however, team members do not believe that the team will be successful. Indvidual team members report moderate levels of motivation.

3 Organisational Support

Overall dimension score:
average

Level of agreement:
moderate

Response Scale	1	2	3	4	5	Mean
your team				◆		3.50
comparison group			◇			3.38

The components that make up the Organisational Support dimension are:	WBA	BA	A	AA	WAA
Information and communication				▨	
Training for team working			▨		
Climate for team working			▨		

Team members report that the organisational climate is generally supportive of team working and they appear to have some access to training for team working. Team members appear to be satisfied with the way in which they receive information and are listened to by management.

4 Resources

Overall dimension score:
below average

Level of agreement:
moderate

Response Scale	1	2	3	4	5	Mean
your team		◆				2.50
comparison group			◇			3.00

The components that make up the Resources dimension are:	WBA	BA	A	AA	WAA
Resources		▨			

Team members have little confidence that the team has the necessary resources to achieve the team task.

Processes - Team Processes

Overall, your team has scores that are in the **average** range on dimensions that measure **Team Processes**

Response Scale	1	2	3	4	5	Mean
your team				◆		3.51
comparison group				◇		3.61

5   Objectives

Overall dimension score:
average

Level of agreement:
moderate

Response Scale	1	2	3	4	5	Mean
your team				◆		3.90
comparison group				◇		3.79

The components that make up the Objectives dimension are:	WBA	BA	A	AA	WAA
Clarity			▨		
Agreement about objectives			▨		
Commitment to objectives			▨		

There appears to be some clarity of team objectives and also a moderate level of agreement about what these objectives are. Team members report that they are generally committed to the team's objectives.

6   Reflexivity

Overall dimension score:
above average

Level of agreement:
moderate

Response Scale	1	2	3	4	5	Mean
your team			◆			3.52
comparison group			◇			3.29

The components that make up the Reflexivity dimension are:	WBA	BA	A	AA	WAA
Reflection on performance				▨	

The team takes time out to review its objectives and the ways in which the team is working to achieve these objectives.

7 Participation

Overall dimension score: **average**	Response Scale	1	2	3	4	5	Mean
	your team				◆		3.49
Level of agreement: **moderate**	comparison group				◇		3.62

The components that make up the Participation dimension are:	WBA	BA	A	AA	WAA
Trust, safety and support		▩			
Decision-making			▩		
Communication			▩		
Regular meetings				▩	

The team appears to meet regularly. Team members report that they have some involvement in decision-making and there appears to be some effective communication between team members about work issues. There appears to be little trust, safety or support within the team.

8 Task Focus

Overall dimension score: **below average**	Response Scale	1	2	3	4	5	Mean
	your team				◆		3.44
Level of agreement: **moderate**	comparison group				◇		3.74

The components that make up the Task Focus dimension are:	WBA	BA	A	AA	WAA
Customer focus	▩				
Constructive debate about task performance			▩		
Concern with quality		▩			
Error management			▩		

The team does not appear to be focussed on the needs of the client or customer and team members report that the team demonstrates little concern for quality. The team occasionally engages in constructive debate about working practices and there is some evidence that team members share learning from errors and mistakes.

9 Team Conflict

Overall dimension score: **above average**	Response Scale	1	2	3	4	5	Mean
	your team		◆				2.60
Level of agreement: **moderate**	comparison group		◇				2.33

The components that make up the Team Conflict dimension are:	WBA	BA	A	AA	WAA
Task related conflict			▩		
Interpersonal conflict				▩	

Team members report some conflict about how the team's task should be performed and there appears to be a good deal of interpersonal conflict between team members.

10 Creativity and Innovation

	Response Scale	1	2	3	4	5	Mean
Overall dimension score: **average**	your team				◆		3.46
Level of agreement: **moderate**	comparison group				◇		3.61

The components that make up the Creativity and Innovation dimension are:	WBA	BA	A	AA	WAA
Practical support for new and improved products and services			■		
Climate for creativity and innovation			■		

The team climate is reported to be moderately supportive of creativity and innovation with team members sometimes offering practical support to each other to develop new ideas or ways of working.

Processes - Leadership Processes

Overall, your team has scores that are in the **average** range on dimensions that measure **Leadership Processes**	Response Scale	1	2	3	4	5	Mean
	your team				◆		3.92
	comparison group				◇		3.75

11   Leading

Overall dimension score: **average**	Response Scale	1	2	3	4	5	Mean
	your team				◆		3.90
Level of agreement: **moderate**	comparison group				◇		3.70

The components that make up the Leading dimension are:	WBA	BA	A	AA	WAA
Acquires resources			▨		
Sets direction				▨	
Supports innovation			▨		

The team leader is seen to be somewhat effective in acquiring the resources required by the team and they are reported to provide clear direction in relation to expected team performance. The team leader is seen to provide moderate support for team members' ideas for new ways of working.

12   Managing

Overall dimension score: **average**	Response Scale	1	2	3	4	5	Mean
	your team				◆		3.93
Level of agreement: **moderate**	comparison group				◇		3.73

The components that make up the Managing dimension are:	WBA	BA	A	AA	WAA
Guides team towards effective processes			▨		
Monitors performance				▨	
Encourages inter-team working			▨		
Recognition and reward			▨		
Gives helpful feedback				▨	

Team members report that there is a moderate level of coordination of both work activities and contributions from individual team members and the team leader appears to perform regular checks on the progress and quality of work. The team leader shows some recognition for extra effort and occasionally rewards good performance and they also regularly provide helpful feedback which enables individual improvement. Team members report that they are occasionally encouraged to work collaboratively with other teams.

13 Coaching

Overall dimension score:
average

Level of agreement:
moderate

Response Scale	1	2	3	4	5	Mean
your team				◆		3.92
comparison group				◇		3.85

The components that make up the Coaching dimension are:	WBA	BA	A	AA	WAA
Encourages learning from error			■		
Availability			■		
Concern for individual members			■		
Encouragement and support			■		

The team leader appears to be occasionally available to team members and generally treats team members as individuals with different needs, abilities and aspirations. When the team has a difficult or stressful task, the team leader provides moderate levels of encouragement and support. They also occasionally encourage the team to look at problems from a different perspective and to learn from mistakes.

Team Outputs

Overall, your team has scores that are in the **average** range on dimensions that measure **Team Outputs**	Response Scale	1	2	3	4	5	Mean
	your team			◆			3.36
	comparison group				◇		3.45

14 Team Member Satisfaction

Overall dimension score: **below average**	Response Scale	1	2	3	4	5	Mean
	your team			◆			3.37
Level of agreement: **low**	comparison group				◇		3.62

The components that make up the Team Member Satisfaction dimension are:	WBA	BA	A	AA	WAA
...with recognition for contribution		�			
...with responsibility			▮		
...with team member support		▮			
...with team openness			▮		
...with influence over decisions		▮			
...with how conflicts are resolved			▮		

Team members are not satisfied with the recognition they receive from colleagues for their contribution to the team or with the level of support they receive from the rest of the team. Team members feel that there is a some openness within the team and they are moderately satisfied with the way in which conflicts are resolved. Team members are moderately satisfied with the amount of responsibility they are given however, they are dissatisfied with the level of influence they have over decisions relating to the team.

15 Attachment

Overall dimension score: **below average**	Response Scale	1	2	3	4	5	Mean
	your team				◆		3.59
Level of agreement: **moderate**	comparison group				◇		3.92

The components that make up the Attachment dimension are:	WBA	BA	A	AA	WAA
Attachment to team and its members		▮			

Team members report low levels of attachment to the team and to their team colleagues; this suggests that they are not very motivated to remain within the team in the future.

16 Team Effectiveness

Overall dimension score:
average

Level of agreement:
moderate

Response Scale	1	2	3	4	5	Mean
your team			◆			2.77
comparison group			◇			3.00

The components that make up the Team Effectiveness dimension are:	WBA	BA	A	AA	WAA
Managerial praise			▨		
Goal achievement			▨		

The team is sometimes told that it is achieving its goals and team members do sometimes receive praise about performance from managers or others outside of the team.

17 Inter-team Relationships

Overall dimension score:
above average

Level of agreement:
moderate

Response Scale	1	2	3	4	5	Mean
your team				◆		3.46
comparison group			◇			3.20

The components that make up the Inter-team Relationships dimension are:	WBA	BA	A	AA	WAA
Lack of conflict with other teams				▨	
Cooperation with other teams			▨		

The team generally has cooperative relationships with other relevant teams within the organisation and there appears to be little conflict or disagreement with other teams.

18 Team Innovation

Overall dimension score:
average

Level of agreement:
moderate

Response Scale	1	2	3	4	5	Mean
your team				◆		3.48
comparison group				◇		3.52

The components that make up the Team Innovation dimension are:	WBA	BA	A	AA	WAA
Development of new products, services, ways of working			▨		

Team members report that the team occasionally introduces new products, services and ways of working.

Summary

The following spider diagram shows how your team performed as a whole across Team Inputs; Processes (Team and Leadership); Team Outputs in relation to the comparison group.