

IS YOUR TEAM A WINNING TEAM



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Company: Metall AG

Survey title: BPTI Example Report

Start date of survey: 27/04/2020

End date of survey: 11/05/2020

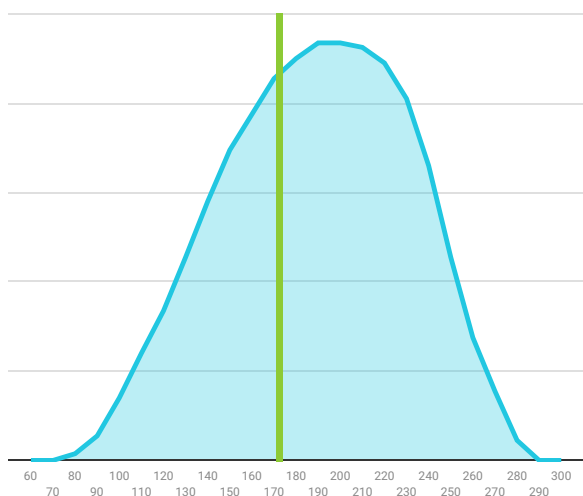
Number of participants: 9

Participants: 9

Complete: 9

Incomplete: 0

57.7%
173 POINTS OUT OF 300



1 Your overall Team Score

57.7%

173 points out of 300

● Your team score ● All teams

Your team score is the sum of all responses given by you and your team members in relation to the theoretical maximum. It reflects an overall idea of where you are today on your way to becoming a higher performing team.

In the chart you can see the distribution of all teams that have taken the questionnaire so far (light blue area). The scale ranges from a minimum of 60 to a maximum of 300 points. In general, a tendency towards rather high scores is recognizable due to the kind of teams that take the questionnaire - namely

best performing teams. It should be noted that in small teams it is a lot more likely to reach an extraordinary score - a positive one as well as a negative one - than in large teams. The green line represents your team's score.

This score shows your team compared to other teams that have taken this evaluation and indicates your current status of performance. Moreover it can serve as a means for you and your team to monitor your progress over time. Some teams define a target state, work on their specific areas of improvement and repeat the assessment after an agreed amount of time. This way it is possible to demonstrate your team's development.

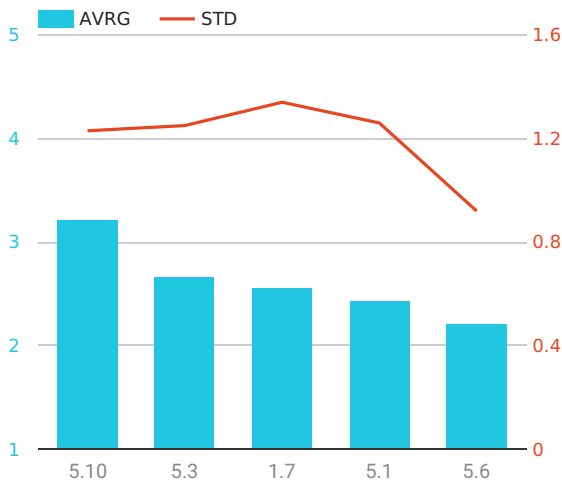
How to read the report?

1 = Not acceptable 2 = Improvement necessary 3 = Acceptable standard 4 = Professional standard 5 = Best in class

2 Analysis of specific scores

The Best Performance Team Index can reveal hidden patterns that determine a team's performance. In order to be successful, the results of the questionnaire can be examined by selectively taking on different perspectives. The impact of the team leader, the digital maturity and the level of psychological safety are three essential angles to consider.

2.1 Your Team Leader Score



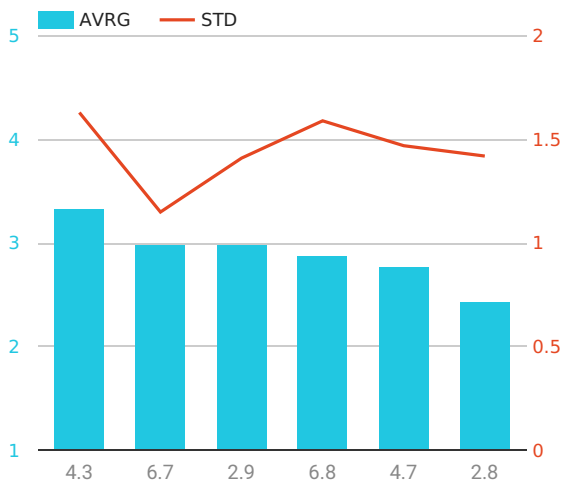
56%

14 points out of 25

The Team Leader Score consists of five items that refer to the role of the team leader. The score in percent is calculated as the sum of all responses to those five items in relation to the theoretical maximum. Each item in itself is important and might contain a significant insight too. It provides an impression on how the team members experience the team leader. The team leader can examine if his/ her self-perception matches the others' perception. The standard deviation gives evidence how strongly the opinions of the team members vary.

No.	Items	AVRG	STD
5.10	The team leader ensures fairness in the team.	3.22	1.23
5.3	The team leader shows motivating leadership behaviour.	2.67	1.25
1.7	The team leader is a role model for the team members.	2.56	1.34
5.1	All team members openly express their opinions and give each other honest feedback.	2.44	1.26
5.6	The team leader creates a culture in which team members can learn from their mistakes.	2.22	0.92

2.2 Your Digital Maturity Score



60%

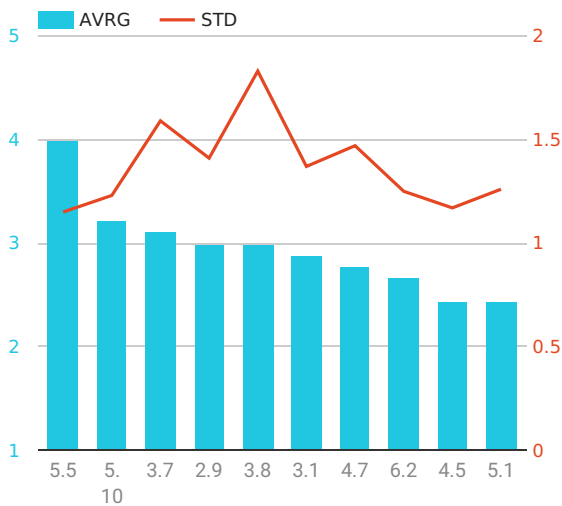
18 points out of 30

The Digital Maturity score consists of six items that refer to the team's digital proximity. The score in percent is calculated as the sum of all responses to those six items in relation to the theoretical maximum. Each item in itself is important and might contain a significant insight too.

In today's fast changing world the ability to adapt quickly to digital methods and tools can be critical. The score can give you a hint how easy or difficult it will be in your team to implement state-of-the-art digitization.

No.	Items	AVRG	STD
4.3	All team members are attentive and open to technological progress in their working environment.	3.33	1.63
6.7	Team members continuously try to improve processes and develop new ideas.	3.00	1.15
2.9	The team is not afraid to break with outdated habits and traditions.	3.00	1.41
6.8	Data security is guaranteed at all times.	2.89	1.59
4.7	Team members find it easy to leave their comfort zone.	2.78	1.47
2.8	The possibilities of digitisation are used.	2.44	1.42

2.3 Your Psychological Safety Score



60%

30 points out of 50

The Psychological Safety Score consists of ten items that give you an indication of the level of Psychological Safety in your team. The score is calculated as the sum of all responses to those ten items in relation to the theoretical maximum. Each item in itself is important and might contain a significant insight too. According to the Aristotle study (Google 2012-2016), Psychological Safety is an essential precondition for highest team performance when it comes to innovation, creativity and out-of-the-box thinking.

No.	Items	AVRG	STD
5.5	The working atmosphere in the team is characterized by appreciation and goodwill.	4.00	1.15
5.10	The team leader ensures fairness in the team.	3.22	1.23
3.7	The spoken word counts.	3.11	1.59
2.9	The team is not afraid to break with outdated habits and traditions.	3.00	1.41
3.8	If decisions turn out to be wrong, they are corrected instead of sticking to them.	3.00	1.83
3.1	Decision-making processes are clear and transparent.	2.89	1.37
4.7	Team members find it easy to leave their comfort zone.	2.78	1.47
6.2	Conflicts are dealt with in a constructive manner.	2.67	1.25
4.5	The team members use every opportunity to reflect and learn from mistakes.	2.44	1.17
5.1	All team members openly express their opinions and give each other honest feedback.	2.44	1.26

3 Results and sorting according to the six drivers

Each of the 60 items of this questionnaire belongs to one out of six drivers. They originate from the MLG Best Performance Wheel, which explains k leader behaviors that enable a best performance culture.

Here is a brief definition of the six drivers:

1. Giving Orientation

Understanding the organization's / project's purpose and its ecosystem, and translating it into inspiring and motivating behavioral orientation.

2. Reducing Complexity

Taking ownership for achieving best results with no waste of time, money, and human/ environmental resources.

3. Making Decisions

Channeling energy and enabling execution in order to achieve the organization's/ project goals in the best way – by taking calculated risks, creating buy-in, and correcting wrong decisions asap.

4. Developing Oneself

Being a persistent learner by using any opportunity to gain more self-awareness, changing perspectives, challenging own mindsets, improving personal skills, and getting better every day.

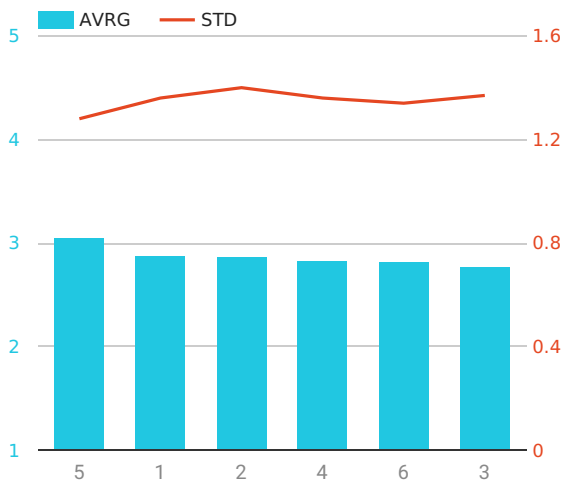
5. Empowering Others

Enabling others to achieve best performance by providing psychological safety and opportunities for personal growth in an environment of trust, respect, and fun.

6. Operating Excellence

Ensuring functional workflows, tools, networks, interfaces and resources to turn the team's expertise into best customer value.

Sorting according to drivers

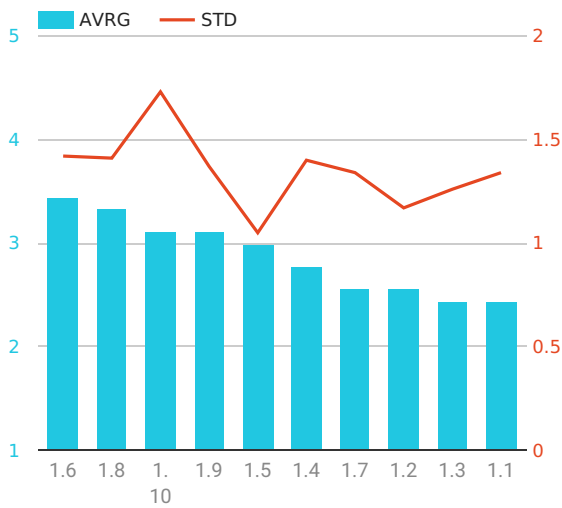


In this diagram, the average and the standard deviation per driver were calculated and sorted in descending order according to average. This chart shows at a glance in which areas your team demonstrates strength and in which areas there is rather room for improvement. The standard deviation supports you in reading this graph. If it is a low value, all items within the driver have a clear tendency towards the same direction. If the standard deviation is rather high, it is possible that the items vary strongly in general or that one item is out of the ordinary.

Driver		AVRG	STD
5	Empowering Others	3.06	1.28
1	Giving Orientation	2.88	1.36
2	Reducing Complexity	2.87	1.40
4	Developing Oneself	2.84	1.36
6	Operating Excellence	2.82	1.34
3	Making Decisions	2.77	1.37

Next you will find the same kind of diagram for each of the six drivers. The items are again sorted according to average. After analyzing the drivers in general and getting an impression on which areas to put the focus on, it is advisable to continue by evaluating the single items within each driver. The standard deviation is helpful to understand if an item indicates common agreement or if opinions diverge significantly.

3.1 Giving Orientation



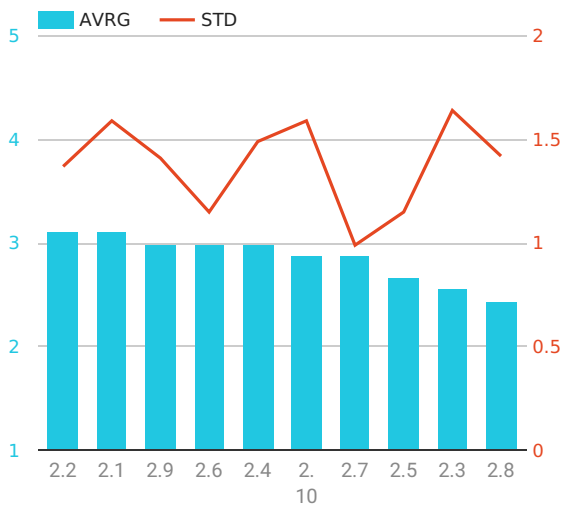
58%

29 points out of 50

Leaders must know and understand the company direction and/or the project intention and translate the strategy into inspiring and motivating behavioral orientation for their team. Employees can only deliver best performance if they know where the company or the project stands and where it is heading to. A company or project in which orientation is given provides and actively fosters a high degree of alignment and clarity.

Giving Orientation	Items	AVRG	STD
1.6	Everyone recognizes a personal benefit in the cooperation.	3.44	1.42
1.8	There are mutually accepted values and rules for cooperation.	3.33	1.41
1.10	Questions are answered clearly and concisely.	3.11	1.73
1.9	The team has a common understanding of best performance.	3.11	1.37
1.5	The degree of target achievement is transparent for everyone at all times.	3.00	1.05
1.4	The team knows what the customer needs.	2.78	1.40
1.7	The team leader is a role model for the team members.	2.56	1.34
1.2	The work of the team makes an important contribution to the company.	2.56	1.17
1.3	The goals of the team are clearly defined in terms of expected results and performance.	2.44	1.26
1.1	All team members have fully understood the context of their task.	2.44	1.34

3.2 Reducing Complexity



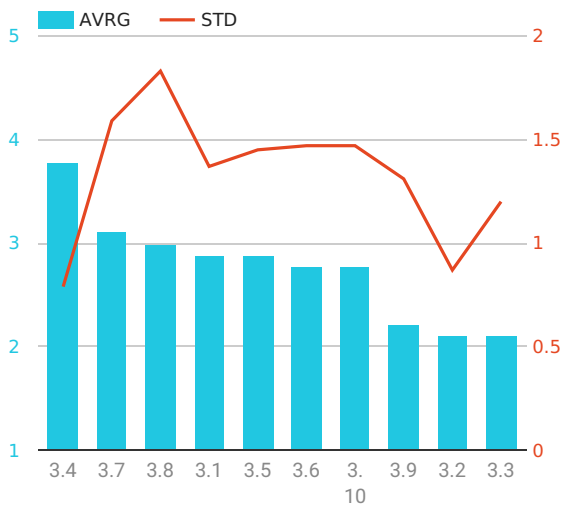
58%

29 points out of 50

To only manage complexity is not radical enough – complexity must be reduced in order to enable everybody to focus on the essence. Executives must define their task not in flooding their employees with as many options as possible but preventing them from distractions. This leads to a significant increase in efficiency of teams and entire organizations.

Reducing Complexity	Items	AVRG	STD
2.2	The team keeps things clear and simple.	3.11	1.37
2.1	The distribution of roles and responsibilities within the team is clearly communicated and accepted.	3.11	1.59
2.9	The team is not afraid to break with outdated habits and traditions.	3.00	1.41
2.6	Team members standardise activities and processes.	3.00	1.15
2.4	Results from team meetings are reliably translated into activities and implemented.	3.00	1.49
2.10	There is no double work.	2.89	1.59
2.7	Team members complement each other.	2.89	0.99
2.5	Objectives and activities are prioritised.	2.67	1.15
2.3	Team meetings are productive and a sensible use of time.	2.56	1.64
2.8	The possibilities of digitisation are used.	2.44	1.42

3.3 Making Decisions



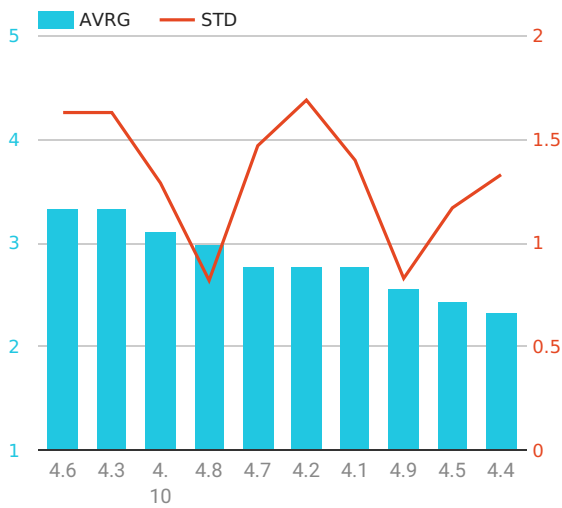
56%

28 points out of 50

Each decision creates new dynamics and chances. Postponing decisions leads to indecisiveness and stagnation. As a matter of fact, not making decisions at all will often produce more costs than making wrong decisions. Companies must support a climate where people are encouraged to learn from mistakes. Making decisions is one of the top drivers for speed in organizations.

Making Decisions	Items	AVRG	STD
3.4	Decisions are clear and unambiguous for all concerned.	3.78	0.79
3.7	The spoken word counts.	3.11	1.59
3.8	If decisions turn out to be wrong, they are corrected instead of sticking to them.	3.00	1.83
3.1	Decision-making processes are clear and transparent.	2.89	1.37
3.5	Once a decision has been taken, it is fully supported.	2.89	1.45
3.6	The timing of decisions is appropriate: Decisions are made long before a situation escalates.	2.78	1.47
3.10	Decisions are implemented as quickly as possible.	2.78	1.47
3.9	The relevant information is used for decisions.	2.22	1.31
3.2	The relevant experts are involved in the respective decision-making processes.	2.11	0.87
3.3	Team members make quick decisions and take calculated risks.	2.11	1.20

3.4 Developing Oneself



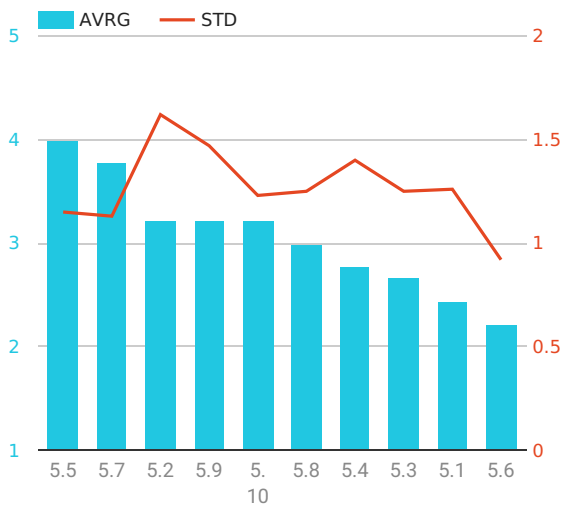
58%

29 points out of 50

Best performing teams utilize all demanding situations from daily business for learning. This requires curiosity, openness, excellent feedback skills and a strong intrinsic will for personal growth. Self-development is the prerequisite for change and innovation.

Developing Oneself	Items	AVRG	STD
4.6	Adaptability and flexibility are lived to the right degree.	3.33	1.63
4.3	All team members are attentive and open to technological progress in their working environment.	3.33	1.63
4.10	The team members take every opportunity to strengthen their personal strengths and make their weaknesses meaningless.	3.11	1.29
4.8	The team members are self-critical - they question themselves to the right extent.	3.00	0.82
4.7	Team members find it easy to leave their comfort zone.	2.78	1.47
4.2	Each team member ensures that they are up to date with the latest knowledge in their field.	2.78	1.69
4.1	The team members regularly ask for feedback.	2.78	1.40
4.9	The team members can put themselves in the perspective of others.	2.56	0.83
4.5	The team members use every opportunity to reflect and learn from mistakes.	2.44	1.17
4.4	Best practice approaches, ideas and knowledge are shared and exchanged within the team.	2.33	1.33

3.5 Empowering Others



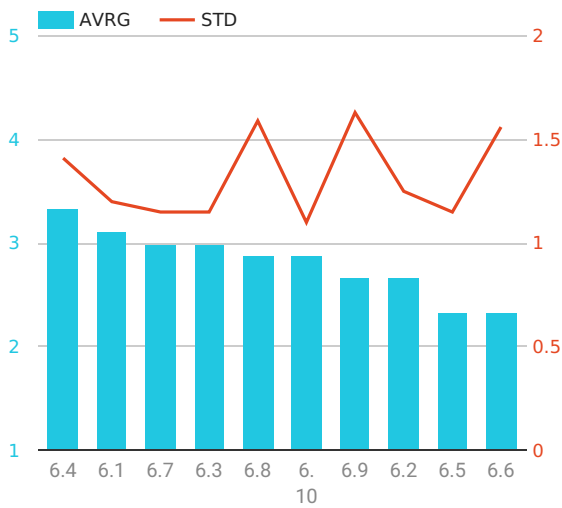
62%

31 points out of 50

The most successful leaders always help and support others without ulterior motives. In return they receive a lot of support and additionally help creating a best performing culture. Empowering others creates strong momentum and alignment within organizations.

Empowering Others	Items	AVRG	STD
5.5	The working atmosphere in the team is characterized by appreciation and goodwill.	4.00	1.15
5.7	The team members know each other's strengths and weaknesses.	3.78	1.13
5.2	The tasks are distributed in such a way that the potential of the cooperation can be used optimally (co-creation).	3.22	1.62
5.9	There is a genuine mutual interest in each other's success.	3.22	1.47
5.10	The team leader ensures fairness in the team.	3.22	1.23
5.8	There is a healthy sense of humour in the team.	3.00	1.25
5.4	The team receives recognition from all interfaces.	2.78	1.40
5.3	The team leader shows motivating leadership behaviour.	2.67	1.25
5.1	All team members openly express their opinions and give each other honest feedback.	2.44	1.26
5.6	The team leader creates a culture in which team members can learn from their mistakes.	2.22	0.92

3.6 Operating Excellence



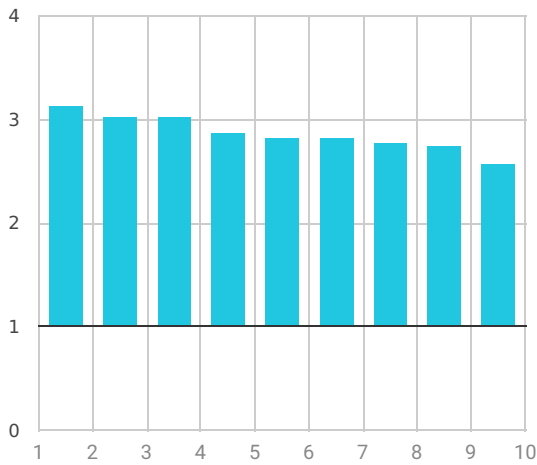
58%

29 points out of 50

Excelling at drivers 1-5 does not automatically lead to a team's ultimate success. Operating excellence is characterized by a certain working approach combined with the availability of all necessary equipment and tools. The team is committed to reach common goals, to further improve and at the same time enjoy what they are doing. They know their working environment and their processes are properly defined.

Operating Excellence	Items	AVRG	STD
6.4	Where it makes sense, the objectives are S.M.A.R.T.: specific, measurable, attainable, realistic and timely.	3.33	1.41
6.1	There are consequences for disregarding or breaking agreements, or if performance expectations are not met.	3.11	1.20
6.7	Team members continuously try to improve processes and develop new ideas.	3.00	1.15
6.3	The team collaborates optimally with interfaces and external stakeholders.	3.00	1.15
6.8	Data security is guaranteed at all times.	2.89	1.59
6.10	Safety at work is guaranteed at any time.	2.89	1.10
6.9	Team members use or build their networks to improve team performance.	2.67	1.63
6.2	Conflicts are dealt with in a constructive manner.	2.67	1.25
6.5	Team members have access to all necessary resources (information, work equipment in up-to-date functionality).	2.33	1.15
6.6	The team members know and respect their stress limits (self management).	2.33	1.56

4 Analysis of participants' average and corresponding sorting



Number of participants: 9

This graph shows the average of all evaluations from each individual team member (anonymous). It is sorted in descending order.

With this chart the overall result can be analyzed by taking a closer look at the individual team member responses. If all participants' averages lie rather close together it can be assumed that the team members have a common understanding of the team's status. If only a few have an extraordinarily positive or negative average this has to be given more thought and inquiry. Most common reasons for differences are individual dissatisfaction, perceptions of different or unfair treatment, or individual exclusion.

This chart contains very helpful information for both the team leader and every team member. It gives a descriptive picture of the alignment within the team.

5 Comparisons

5.1 Comparison of your team's average with the average of all teams (Radar Chart 1)

Radar Chart 1

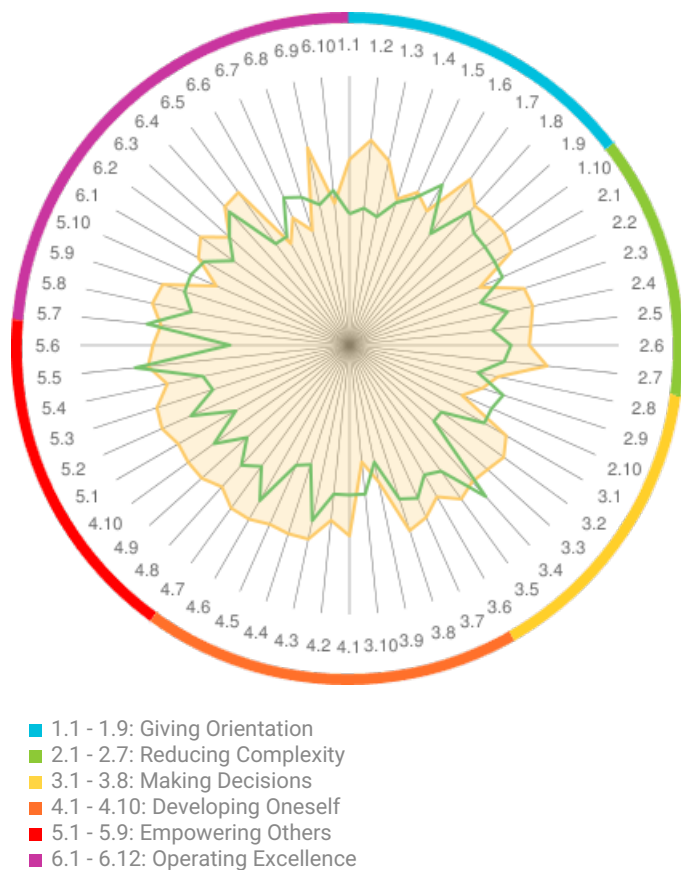
In this radar chart all 60 items of the questionnaire are listed clockwise according to the drivers. The light yellow area shows the average of all teams in the database that have replied to the questionnaire, whereas the green line shows your team's scores.

Now you can analyze how your team performs today compared to the average of all teams in the data pool. By means of this presentation you can recognize at a glance where your strengths lie in a greater picture and where in general there might be room for improvement.

Since there are many considerably different teams in the database this chart gives you a first overview of your team's status of performance. Please don't over-evaluate the differences since they might have many different unknown reasons.

Questions

1.1. | 1.2. | 1.3. | 1.4. | 1.5. | 1.6. | 1.7. | 1.8. | 1.9. | 1.10. |
 2.1. | 2.2. | 2.3. | 2.4. | 2.5. | 2.6. | 2.7. | 2.8. | 2.9. | 2.10. |
 3.1. | 3.2. | 3.3. | 3.4. | 3.5. | 3.6. | 3.7. | 3.8. | 3.9. | 3.10. |
 4.1. | 4.2. | 4.3. | 4.4. | 4.5. | 4.6. | 4.7. | 4.8. | 4.9. | 4.10. |
 5.1. | 5.2. | 5.3. | 5.4. | 5.5. | 5.6. | 5.7. | 5.8. | 5.9. | 5.10. |
 6.1. | 6.2. | 6.3. | 6.4. | 6.5. | 6.6. | 6.7. | 6.8. | 6.9. | 6.10. |



5.2 Sorting Criteria

1. Overall success level
2. Functional area
3. Industry
4. Hierarchical team level
5. How long does the team already work together
6. Cultural Team diversity
7. Team location
8. Average age of team members
9. Volatility
10. Uncertainty
11. Complexity
12. Ambiguity

When setting up the survey the team leader answered twelve introductory questions that describe the working environment of the team.

These answers are now used to benchmark your results against the ones of another team that operates in the most similar working environment.

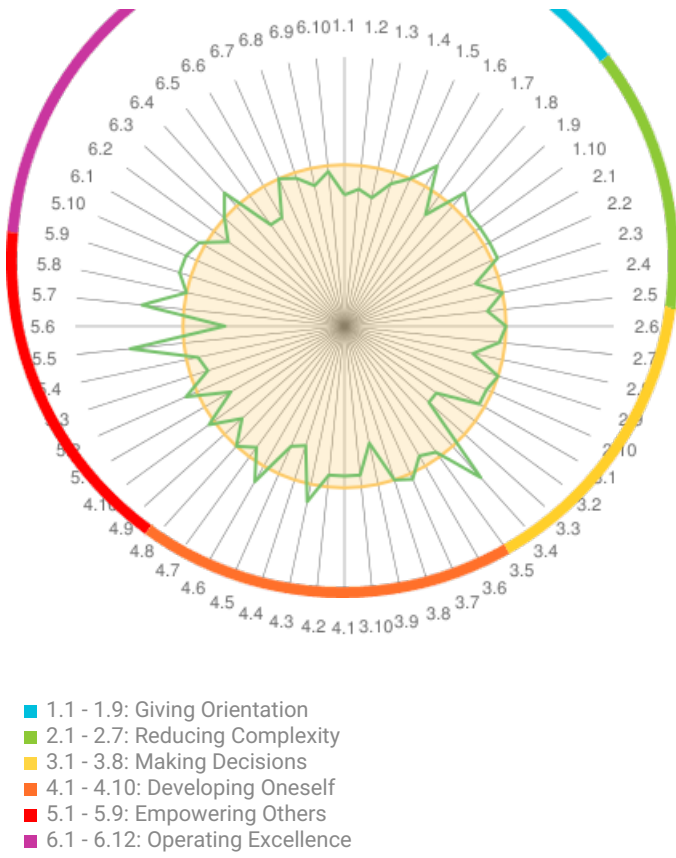
The order of the criteria that determine the most similar team can be changed as desired. The system adjusts the search according to the selected order of the criteria.

You decide which criteria are particularly relevant for your team. You can change the order of the criteria by clicking and dragging the boxes. Drag the most important criterion for you to the top of the list, then the second most important, and so on. The top three boxes are relevant for the comparison.

You can repeat this comparison as often as you like, each time focusing on a different criterion.

5.3 Comparison of your team's average with the average of a similar team (Radar Chart 2)

Radar Chart 2



This shows your average scores regarding each item compared to one other team which is most similar to your team.

Similarity is defined by the team leaders's ratings of the twelve introductory questions when setting up the survey (e.g. complexity, functional area, hierarchical level...). The more precisely the team leader has answered these questions, the better are the results.

The database contains numerous data sets from various teams. It is imperative to find the best match for your team in order to provide you with an adequate benchmark for your team's status of performance.

This way you can gain as much insight into the strengths, weaknesses and dynamics of your team as possible and can explore in depth specific areas for improvement.

Questions

- 1.1. | 1.2. | 1.3. | 1.4. | 1.5. | 1.6. | 1.7. | 1.8. | 1.9. | 1.10. |
- 2.1. | 2.2. | 2.3. | 2.4. | 2.5. | 2.6. | 2.7. | 2.8. | 2.9. | 2.10. |
- 3.1. | 3.2. | 3.3. | 3.4. | 3.5. | 3.6. | 3.7. | 3.8. | 3.9. | 3.10. |
- 4.1. | 4.2. | 4.3. | 4.4. | 4.5. | 4.6. | 4.7. | 4.8. | 4.9. | 4.10. |
- 5.1. | 5.2. | 5.3. | 5.4. | 5.5. | 5.6. | 5.7. | 5.8. | 5.9. | 5.10. |
- 6.1. | 6.2. | 6.3. | 6.4. | 6.5. | 6.6. | 6.7. | 6.8. | 6.9. | 6.10. |

5.4 Results from the radar charts in detail

No.	AVRG	AVRG all	AVRG - AVRG all	AVRG comp	AVRG - AVRG comp
1.1	2.44	3.45	-1.01	3.00	-0.56
1.2	2.56	3.83	-1.27	3.00	-0.44
1.3	2.44	3.50	-1.06	3.00	-0.56
1.4	2.78	2.85	-0.07	3.00	-0.22
1.5	3.00	3.11	-0.11	3.00	0.00
1.6	3.44	2.88	0.56	3.00	0.44
1.7	2.56	3.81	-1.25	3.00	-0.44
1.8	3.33	3.48	-0.15	3.00	0.33
1.9	3.11	3.53	-0.42	3.00	0.11
1.10	3.11	3.55	-0.44	3.00	0.11
2.1	3.11	3.47	-0.36	3.00	0.11
2.2	3.11	2.65	0.46	3.00	0.11
2.3	2.56	3.41	-0.85	3.00	-0.44
2.4	3.00	3.48	-0.48	3.00	0.00
2.5	2.67	3.39	-0.72	3.00	-0.33
2.6	3.00	3.34	-0.34	3.00	0.00
2.7	2.89	3.69	-0.80	3.00	-0.11
2.8	2.44	2.82	-0.38	3.00	-0.56
2.9	3.00	2.59	0.41	3.00	0.00
2.10	2.89	2.29	0.60	3.00	-0.11
3.1	2.89	3.36	-0.47	3.00	-0.11
3.2	2.11	3.54	-1.43	3.00	-0.89
3.3	2.11	3.45	-1.34	3.00	-0.89
3.4	3.78	3.41	0.37	3.00	0.78
3.5	2.89	3.53	-0.64	3.00	-0.11
3.6	2.78	3.25	-0.47	3.00	-0.22
3.7	3.11	3.50	-0.39	3.00	0.11
3.8	3.00	3.62	-0.62	3.00	0.00
3.9	2.22	2.59	-0.37	3.00	-0.78
3.10	2.78	2.18	0.60	3.00	-0.22
4.1	2.78	3.54	-0.76	3.00	-0.22
4.2	2.78	3.27	-0.49	3.00	-0.22
4.3	3.33	3.68	-0.35	3.00	0.33
4.4	2.33	3.68	-1.35	3.00	-0.67
4.5	2.44	3.64	-1.20	3.00	-0.56
4.6	3.33	3.73	-0.40	3.00	0.33
4.7	2.78	3.74	-0.96	3.00	-0.22
4.8	3.00	3.54	-0.54	3.00	0.00
4.9	2.56	3.69	-1.13	3.00	-0.44
4.10	3.11	3.70	-0.59	3.00	0.11
5.1	2.44	3.67	-1.23	3.00	-0.56
5.2	3.22	3.81	-0.59	3.00	0.22
5.3	2.67	3.76	-1.09	3.00	-0.33

No.	AVRG	AVRG all	AVRG - AVRG all	AVRG comp	AVRG - AVRG comp
5.4	2.78	3.46	-0.68	3.00	-0.22
5.5	4.00	3.76	0.24	3.00	1.00
5.6	2.22	3.65	-1.43	3.00	-0.78
5.7	3.78	3.52	0.26	3.00	0.78
5.8	3.00	3.74	-0.74	3.00	0.00
5.9	3.22	3.65	-0.43	3.00	0.22
5.10	3.22	2.71	0.51	3.00	0.22
6.1	3.11	3.24	-0.13	3.00	0.11
6.2	2.67	3.42	-0.75	3.00	-0.33
6.3	3.00	3.00	0.00	3.00	0.00
6.4	3.33	3.46	-0.13	3.00	0.33
6.5	2.33	3.51	-1.18	3.00	-0.67
6.6	2.33	2.18	0.15	3.00	-0.67
6.7	3.00	2.59	0.41	3.00	0.00
6.8	2.89	2.24	0.65	3.00	-0.11
6.9	2.67	3.75	-1.08	3.00	-0.33
6.10	2.89	2.65	0.24	3.00	-0.11

6 Your data in detail

6.1 Average per item, sorted in descending order

The following table shows all items of the questionnaire sorted in descending order. First priority: Average, Second priority: Standard Deviation. The columns Minimum and Maximum on the right support you in understanding the information from the values AVRG and STD because the range of answers is specified. The table can be read from both ends - in descending or in ascending order.

No.	Item	AVRG	STD	Min	Max
5.5	The working atmosphere in the team is characterized by appreciation and goodwill.	4.00	1.15	2	5
5.7	The team members know each other's strengths and weaknesses.	3.78	1.13	2	5
3.4	Decisions are clear and unambiguous for all concerned.	3.78	0.79	3	5
1.6	Everyone recognizes a personal benefit in the cooperation.	3.44	1.42	1	5
4.6	Adaptability and flexibility are lived to the right degree.	3.33	1.63	1	5
4.3	All team members are attentive and open to technological progress in their working environment.	3.33	1.63	1	5
1.8	There are mutually accepted values and rules for cooperation.	3.33	1.41	1	5
6.4	Where it makes sense, the objectives are S.M.A.R.T.: specific, measurable, attainable, realistic and timely.	3.33	1.41	1	5
5.2	The tasks are distributed in such a way that the potential of the cooperation can be used optimally (co-creation).	3.22	1.62	1	5
5.9	There is a genuine mutual interest in each other's success.	3.22	1.47	1	5
5.10	The team leader ensures fairness in the team.	3.22	1.23	1	5
1.10	Questions are answered clearly and concisely.	3.11	1.73	1	5
2.1	The distribution of roles and responsibilities within the team is clearly communicated and accepted.	3.11	1.59	1	5
3.7	The spoken word counts.	3.11	1.59	1	5
2.2	The team keeps things clear and simple.	3.11	1.37	1	5
1.9	The team has a common understanding of best performance.	3.11	1.37	1	5
4.10	The team members take every opportunity to strengthen their personal strengths and make their weaknesses meaningless.	3.11	1.29	1	5
6.1	There are consequences for disregarding or breaking agreements, or if performance expectations are not met.	3.11	1.20	1	5
3.8	If decisions turn out to be wrong, they are corrected instead of sticking to them.	3.00	1.83	1	5
2.4	Results from team meetings are reliably translated into activities and implemented.	3.00	1.49	1	5
2.9	The team is not afraid to break with outdated habits and traditions.	3.00	1.41	1	5
5.8	There is a healthy sense of humour in the team.	3.00	1.25	1	5
6.3	The team collaborates optimally with interfaces and external stakeholders.	3.00	1.15	1	5
2.6	Team members standardise activities and processes.	3.00	1.15	1	4
6.7	Team members continuously try to improve processes and develop new ideas.	3.00	1.15	1	5
1.5	The degree of target achievement is transparent for everyone at all times.	3.00	1.05	1	4
4.8	The team members are self-critical - they question themselves to the right extent.	3.00	0.82	2	4
2.10	There is no double work.	2.89	1.59	1	5
6.8	Data security is guaranteed at all times.	2.89	1.59	1	5

No.	Item	AVRG	STD	Min	Max
3.5	Once a decision has been taken, it is fully supported.	2.89	1.45	1	5
3.1	Decision-making processes are clear and transparent.	2.89	1.37	1	5
6.10	Safety at work is guaranteed at any time.	2.89	1.10	1	5
2.7	Team members complement each other.	2.89	0.99	2	5
4.2	Each team member ensures that they are up to date with the latest knowledge in their field.	2.78	1.69	1	5
4.7	Team members find it easy to leave their comfort zone.	2.78	1.47	1	5
3.10	Decisions are implemented as quickly as possible.	2.78	1.47	1	5
3.6	The timing of decisions is appropriate: Decisions are made long before a situation escalates.	2.78	1.47	1	5
1.4	The team knows what the customer needs.	2.78	1.40	1	5
4.1	The team members regularly ask for feedback.	2.78	1.40	1	5
5.4	The team receives recognition from all interfaces.	2.78	1.40	1	5
6.9	Team members use or build their networks to improve team performance.	2.67	1.63	1	5
6.2	Conflicts are dealt with in a constructive manner.	2.67	1.25	1	5
5.3	The team leader shows motivating leadership behaviour.	2.67	1.25	1	5
2.5	Objectives and activities are prioritised.	2.67	1.15	1	4
2.3	Team meetings are productive and a sensible use of time.	2.56	1.64	1	5
1.7	The team leader is a role model for the team members.	2.56	1.34	1	5
1.2	The work of the team makes an important contribution to the company.	2.56	1.17	1	4
4.9	The team members can put themselves in the perspective of others.	2.56	0.83	1	4
2.8	The possibilities of digitisation are used.	2.44	1.42	1	5
1.1	All team members have fully understood the context of their task.	2.44	1.34	1	5
1.3	The goals of the team are clearly defined in terms of expected results and performance.	2.44	1.26	1	5
5.1	All team members openly express their opinions and give each other honest feedback.	2.44	1.26	1	5
4.5	The team members use every opportunity to reflect and learn from mistakes.	2.44	1.17	1	5
6.6	The team members know and respect their stress limits (self management).	2.33	1.56	1	5
4.4	Best practice approaches, ideas and knowledge are shared and exchanged within the team.	2.33	1.33	1	4
6.5	Team members have access to all necessary resources (information, work equipment in up-to-date functionality).	2.33	1.15	1	5
3.9	The relevant information is used for decisions.	2.22	1.31	1	5
5.6	The team leader creates a culture in which team members can learn from their mistakes.	2.22	0.92	1	4
3.3	Team members make quick decisions and take calculated risks.	2.11	1.20	1	5
3.2	The relevant experts are involved in the respective decision-making processes.	2.11	0.87	1	3

6.2 Standard deviation per item, sorted in ascending order

The following table shows all items of the questionnaire sorted in ascending order. First priority: Standard Deviation, Second priority: Average. The columns Minimum and Maximum on the right support you in understanding the information from the values AVRG and STD because the range of answers is specified. The table can be read from both ends - in descending or in ascending order.

A high Standard Deviation shows a higher dispersion among the team members in evaluating the item.

No.	Item	AVRG	STD	Min	Max
3.4	Decisions are clear and unambiguous for all concerned.	3.78	0.79	3	5
4.8	The team members are self-critical - they question themselves to the right extent.	3.00	0.82	2	4
4.9	The team members can put themselves in the perspective of others.	2.56	0.83	1	4
3.2	The relevant experts are involved in the respective decision-making processes.	2.11	0.87	1	3
5.6	The team leader creates a culture in which team members can learn from their mistakes.	2.22	0.92	1	4
2.7	Team members complement each other.	2.89	0.99	2	5
1.5	The degree of target achievement is transparent for everyone at all times.	3.00	1.05	1	4
6.10	Safety at work is guaranteed at any time.	2.89	1.10	1	5
5.7	The team members know each other's strengths and weaknesses.	3.78	1.13	2	5
6.5	Team members have access to all necessary resources (information, work equipment in up-to-date functionality).	2.33	1.15	1	5
2.5	Objectives and activities are prioritised.	2.67	1.15	1	4
2.6	Team members standardise activities and processes.	3.00	1.15	1	4
6.3	The team collaborates optimally with interfaces and external stakeholders.	3.00	1.15	1	5
6.7	Team members continuously try to improve processes and develop new ideas.	3.00	1.15	1	5
5.5	The working atmosphere in the team is characterized by appreciation and goodwill.	4.00	1.15	2	5
4.5	The team members use every opportunity to reflect and learn from mistakes.	2.44	1.17	1	5
1.2	The work of the team makes an important contribution to the company.	2.56	1.17	1	4
3.3	Team members make quick decisions and take calculated risks.	2.11	1.20	1	5
6.1	There are consequences for disregarding or breaking agreements, or if performance expectations are not met.	3.11	1.20	1	5
5.10	The team leader ensures fairness in the team.	3.22	1.23	1	5
5.3	The team leader shows motivating leadership behaviour.	2.67	1.25	1	5
6.2	Conflicts are dealt with in a constructive manner.	2.67	1.25	1	5
5.8	There is a healthy sense of humour in the team.	3.00	1.25	1	5
1.3	The goals of the team are clearly defined in terms of expected results and performance.	2.44	1.26	1	5
5.1	All team members openly express their opinions and give each other honest feedback.	2.44	1.26	1	5
4.10	The team members take every opportunity to strengthen their personal strengths and make their weaknesses meaningless.	3.11	1.29	1	5
3.9	The relevant information is used for decisions.	2.22	1.31	1	5
4.4	Best practice approaches, ideas and knowledge are shared and exchanged within the team.	2.33	1.33	1	4
1.1	All team members have fully understood the context of their task.	2.44	1.34	1	5
1.7	The team leader is a role model for the team members.	2.56	1.34	1	5

No.	Item	AVRG	STD	Min	Max
3.1	Decision-making processes are clear and transparent.	2.89	1.37	1	5
1.9	The team has a common understanding of best performance.	3.11	1.37	1	5
2.2	The team keeps things clear and simple.	3.11	1.37	1	5
4.1	The team members regularly ask for feedback.	2.78	1.40	1	5
1.4	The team knows what the customer needs.	2.78	1.40	1	5
5.4	The team receives recognition from all interfaces.	2.78	1.40	1	5
2.9	The team is not afraid to break with outdated habits and traditions.	3.00	1.41	1	5
1.8	There are mutually accepted values and rules for cooperation.	3.33	1.41	1	5
6.4	Where it makes sense, the objectives are S.M.A.R.T.: specific, measurable, attainable, realistic and timely.	3.33	1.41	1	5
2.8	The possibilities of digitisation are used.	2.44	1.42	1	5
1.6	Everyone recognizes a personal benefit in the cooperation.	3.44	1.42	1	5
3.5	Once a decision has been taken, it is fully supported.	2.89	1.45	1	5
3.10	Decisions are implemented as quickly as possible.	2.78	1.47	1	5
3.6	The timing of decisions is appropriate: Decisions are made long before a situation escalates.	2.78	1.47	1	5
4.7	Team members find it easy to leave their comfort zone.	2.78	1.47	1	5
5.9	There is a genuine mutual interest in each other's success.	3.22	1.47	1	5
2.4	Results from team meetings are reliably translated into activities and implemented.	3.00	1.49	1	5
6.6	The team members know and respect their stress limits (self management).	2.33	1.56	1	5
6.8	Data security is guaranteed at all times.	2.89	1.59	1	5
2.10	There is no double work.	2.89	1.59	1	5
2.1	The distribution of roles and responsibilities within the team is clearly communicated and accepted.	3.11	1.59	1	5
3.7	The spoken word counts.	3.11	1.59	1	5
5.2	The tasks are distributed in such a way that the potential of the cooperation can be used optimally (co-creation).	3.22	1.62	1	5
6.9	Team members use or build their networks to improve team performance.	2.67	1.63	1	5
4.6	Adaptability and flexibility are lived to the right degree.	3.33	1.63	1	5
4.3	All team members are attentive and open to technological progress in their working environment.	3.33	1.63	1	5
2.3	Team meetings are productive and a sensible use of time.	2.56	1.64	1	5
4.2	Each team member ensures that they are up to date with the latest knowledge in their field.	2.78	1.69	1	5
1.10	Questions are answered clearly and concisely.	3.11	1.73	1	5
3.8	If decisions turn out to be wrong, they are corrected instead of sticking to them.	3.00	1.83	1	5

6.3 Items with the highest number of positive ratings

The statements that have the highest number of ratings "best in class" (rated 5), are highlighted in green and sorted accordingly.

Best-in-class items are essential and characteristic for best performing teams. The team members must recognize and appreciate the existing strengths within a team in order to benefit most from them.

No.	Item	AVRG	STD	Min	Max	5 counts	1+2 counts
4.6	Adaptability and flexibility are lived to the right degree.	3.33	1.63	1	5	4	3
4.3	All team members are attentive and open to technological progress in their working environment.	3.33	1.63	1	5	4	3
3.8	If decisions turn out to be wrong, they are corrected instead of sticking to them.	3.00	1.83	1	5	4	5
5.5	The working atmosphere in the team is characterized by appreciation and goodwill.	4.00	1.15	2	5	4	2
2.1	The distribution of roles and responsibilities within the team is clearly communicated and accepted.	3.11	1.59	1	5	3	4
1.8	There are mutually accepted values and rules for cooperation.	3.33	1.41	1	5	3	3
6.4	Where it makes sense, the objectives are S.M.A.R.T.: specific, measurable, attainable, realistic and timely.	3.33	1.41	1	5	3	3
5.7	The team members know each other's strengths and weaknesses.	3.78	1.13	2	5	3	2
5.2	The tasks are distributed in such a way that the potential of the cooperation can be used optimally (co-creation).	3.22	1.62	1	5	3	4
4.2	Each team member ensures that they are up to date with the latest knowledge in their field.	2.78	1.69	1	5	3	5
1.10	Questions are answered clearly and concisely.	3.11	1.73	1	5	3	4
1.6	Everyone recognizes a personal benefit in the cooperation.	3.44	1.42	1	5	2	2
3.10	Decisions are implemented as quickly as possible.	2.78	1.47	1	5	2	5
2.2	The team keeps things clear and simple.	3.11	1.37	1	5	2	4
2.9	The team is not afraid to break with outdated habits and traditions.	3.00	1.41	1	5	2	3
3.4	Decisions are clear and unambiguous for all concerned.	3.78	0.79	3	5	2	0
1.9	The team has a common understanding of best performance.	3.11	1.37	1	5	2	2
5.4	The team receives recognition from all interfaces.	2.78	1.40	1	5	2	4
3.6	The timing of decisions is appropriate: Decisions are made long before a situation escalates.	2.78	1.47	1	5	2	5
2.4	Results from team meetings are reliably translated into activities and implemented.	3.00	1.49	1	5	2	4
5.10	The team leader ensures fairness in the team.	3.22	1.23	1	5	2	2
6.8	Data security is guaranteed at all times.	2.89	1.59	1	5	2	4
2.10	There is no double work.	2.89	1.59	1	5	2	4
3.7	The spoken word counts.	3.11	1.59	1	5	2	3
6.9	Team members use or build their networks to improve team performance.	2.67	1.63	1	5	2	4
4.7	Team members find it easy to leave their comfort zone.	2.78	1.47	1	5	2	5
2.3	Team meetings are productive and a sensible use of time.	2.56	1.64	1	5	2	5
5.9	There is a genuine mutual interest in each other's success.	3.22	1.47	1	5	2	3
1.4	The team knows what the customer needs.	2.78	1.40	1	5	1	3
6.6	The team members know and respect their stress limits (self management).	2.33	1.56	1	5	1	5
3.5	Once a decision has been taken, it is fully supported.	2.89	1.45	1	5	1	3
2.8	The possibilities of digitisation are used.	2.44	1.42	1	5	1	6
4.1	The team members regularly ask for feedback.	2.78	1.40	1	5	1	3
1.7	The team leader is a role model for the team members.	2.56	1.34	1	5	1	4
3.1	Decision-making processes are clear and transparent.	2.89	1.37	1	5	1	4
3.3	Team members make quick decisions and take calculated risks.	2.11	1.20	1	5	1	7

No.	Item	AVRG	STD	Min	Max	5 counts	1+2 counts
2.7	Team members complement each other.	2.89	0.99	2	5	1	4
4.5	The team members use every opportunity to reflect and learn from mistakes.	2.44	1.17	1	5	1	5
6.7	Team members continuously try to improve processes and develop new ideas.	3.00	1.15	1	5	1	3
6.10	Safety at work is guaranteed at any time.	2.89	1.10	1	5	1	3
6.5	Team members have access to all necessary resources (information, work equipment in up-to-date functionality).	2.33	1.15	1	5	1	6
6.3	The team collaborates optimally with interfaces and external stakeholders.	3.00	1.15	1	5	1	3
5.3	The team leader shows motivating leadership behaviour.	2.67	1.25	1	5	1	4
6.1	There are consequences for disregarding or breaking agreements, or if performance expectations are not met.	3.11	1.20	1	5	1	3
6.2	Conflicts are dealt with in a constructive manner.	2.67	1.25	1	5	1	4
1.1	All team members have fully understood the context of their task.	2.44	1.34	1	5	1	5
4.10	The team members take every opportunity to strengthen their personal strengths and make their weaknesses meaningless.	3.11	1.29	1	5	1	2
3.9	The relevant information is used for decisions.	2.22	1.31	1	5	1	5
5.1	All team members openly express their opinions and give each other honest feedback.	2.44	1.26	1	5	1	6
1.3	The goals of the team are clearly defined in terms of expected results and performance.	2.44	1.26	1	5	1	4
5.8	There is a healthy sense of humour in the team.	3.00	1.25	1	5	1	4
5.6	The team leader creates a culture in which team members can learn from their mistakes.	2.22	0.92	1	4	0	6
3.2	The relevant experts are involved in the respective decision-making processes.	2.11	0.87	1	3	0	5
4.9	The team members can put themselves in the perspective of others.	2.56	0.83	1	4	0	4
4.8	The team members are self-critical - they question themselves to the right extent.	3.00	0.82	2	4	0	3
1.2	The work of the team makes an important contribution to the company.	2.56	1.17	1	4	0	3
4.4	Best practice approaches, ideas and knowledge are shared and exchanged within the team.	2.33	1.33	1	4	0	5
2.6	Team members standardise activities and processes.	3.00	1.15	1	4	0	2
2.5	Objectives and activities are prioritised.	2.67	1.15	1	4	0	4
1.5	The degree of target achievement is transparent for everyone at all times.	3.00	1.05	1	4	0	3

6.4 Items with the highest number of negative ratings

In the table below the items that have the highest number of 1 (not acceptable) or 2 (improvement necessary) ratings are highlighted in red and sorted accordingly. Those are the items team members are unsatisfied with and feel the urgent need to change the current situation.

Every team has some weak spots. It is important to understand those weaknesses and to try to eliminate them at least to the state where they don't damage team performance in the daily working life - i.e. acceptable standard. The results shown in this table will help your team to prioritize next steps on your way to becoming a better performing team.

No.	Item	AVRG	STD	Min	Max	5 counts	1+2 counts
3.3	Team members make quick decisions and take calculated risks.	2.11	1.20	1	5	1	7
2.8	The possibilities of digitisation are used.	2.44	1.42	1	5	1	6
6.5	Team members have access to all necessary resources (information, work equipment in up-to-date functionality).	2.33	1.15	1	5	1	6
5.1	All team members openly express their opinions and give each other honest feedback.	2.44	1.26	1	5	1	6
5.6	The team leader creates a culture in which team members can learn from their mistakes.	2.22	0.92	1	4	0	6
4.7	Team members find it easy to leave their comfort zone.	2.78	1.47	1	5	2	5
2.3	Team meetings are productive and a sensible use of time.	2.56	1.64	1	5	2	5
4.5	The team members use every opportunity to reflect and learn from mistakes.	2.44	1.17	1	5	1	5
1.1	All team members have fully understood the context of their task.	2.44	1.34	1	5	1	5
4.4	Best practice approaches, ideas and knowledge are shared and exchanged within the team.	2.33	1.33	1	4	0	5
3.2	The relevant experts are involved in the respective decision-making processes.	2.11	0.87	1	3	0	5
3.9	The relevant information is used for decisions.	2.22	1.31	1	5	1	5
3.6	The timing of decisions is appropriate: Decisions are made long before a situation escalates.	2.78	1.47	1	5	2	5
6.6	The team members know and respect their stress limits (self management).	2.33	1.56	1	5	1	5
4.2	Each team member ensures that they are up to date with the latest knowledge in their field.	2.78	1.69	1	5	3	5
3.10	Decisions are implemented as quickly as possible.	2.78	1.47	1	5	2	5
3.8	If decisions turn out to be wrong, they are corrected instead of sticking to them.	3.00	1.83	1	5	4	5
5.2	The tasks are distributed in such a way that the potential of the cooperation can be used optimally (co-creation).	3.22	1.62	1	5	3	4
1.7	The team leader is a role model for the team members.	2.56	1.34	1	5	1	4
3.1	Decision-making processes are clear and transparent.	2.89	1.37	1	5	1	4
5.3	The team leader shows motivating leadership behaviour.	2.67	1.25	1	5	1	4
2.1	The distribution of roles and responsibilities within the team is clearly communicated and accepted.	3.11	1.59	1	5	3	4
4.9	The team members can put themselves in the perspective of others.	2.56	0.83	1	4	0	4
2.5	Objectives and activities are prioritised.	2.67	1.15	1	4	0	4
5.8	There is a healthy sense of humour in the team.	3.00	1.25	1	5	1	4
1.3	The goals of the team are clearly defined in terms of expected results and performance.	2.44	1.26	1	5	1	4
1.10	Questions are answered clearly and concisely.	3.11	1.73	1	5	3	4
6.2	Conflicts are dealt with in a constructive manner.	2.67	1.25	1	5	1	4
2.7	Team members complement each other.	2.89	0.99	2	5	1	4
2.10	There is no double work.	2.89	1.59	1	5	2	4
2.4	Results from team meetings are reliably translated into activities and implemented.	3.00	1.49	1	5	2	4
2.2	The team keeps things clear and simple.	3.11	1.37	1	5	2	4
5.4	The team receives recognition from all interfaces.	2.78	1.40	1	5	2	4

No.	Item	AVRG	STD	Min	Max	5 counts	1+2 counts
6.9	Team members use or build their networks to improve team performance.	2.67	1.63	1	5	2	4
6.8	Data security is guaranteed at all times.	2.89	1.59	1	5	2	4
1.4	The team knows what the customer needs.	2.78	1.40	1	5	1	3
4.1	The team members regularly ask for feedback.	2.78	1.40	1	5	1	3
6.4	Where it makes sense, the objectives are S.M.A.R.T.: specific, measurable, attainable, realistic and timely.	3.33	1.41	1	5	3	3
3.5	Once a decision has been taken, it is fully supported.	2.89	1.45	1	5	1	3
4.8	The team members are self-critical - they question themselves to the right extent.	3.00	0.82	2	4	0	3
1.5	The degree of target achievement is transparent for everyone at all times.	3.00	1.05	1	4	0	3
4.3	All team members are attentive and open to technological progress in their working environment.	3.33	1.63	1	5	4	3
1.2	The work of the team makes an important contribution to the company.	2.56	1.17	1	4	0	3
4.6	Adaptability and flexibility are lived to the right degree.	3.33	1.63	1	5	4	3
1.8	There are mutually accepted values and rules for cooperation.	3.33	1.41	1	5	3	3
6.3	The team collaborates optimally with interfaces and external stakeholders.	3.00	1.15	1	5	1	3
6.7	Team members continuously try to improve processes and develop new ideas.	3.00	1.15	1	5	1	3
6.1	There are consequences for disregarding or breaking agreements, or if performance expectations are not met.	3.11	1.20	1	5	1	3
5.9	There is a genuine mutual interest in each other's success.	3.22	1.47	1	5	2	3
3.7	The spoken word counts.	3.11	1.59	1	5	2	3
6.10	Safety at work is guaranteed at any time.	2.89	1.10	1	5	1	3
2.9	The team is not afraid to break with outdated habits and traditions.	3.00	1.41	1	5	2	3
2.6	Team members standardise activities and processes.	3.00	1.15	1	4	0	2
5.7	The team members know each other's strengths and weaknesses.	3.78	1.13	2	5	3	2
4.10	The team members take every opportunity to strengthen their personal strengths and make their weaknesses meaningless.	3.11	1.29	1	5	1	2
1.6	Everyone recognizes a personal benefit in the cooperation.	3.44	1.42	1	5	2	2
5.10	The team leader ensures fairness in the team.	3.22	1.23	1	5	2	2
1.9	The team has a common understanding of best performance.	3.11	1.37	1	5	2	2
5.5	The working atmosphere in the team is characterized by appreciation and goodwill.	4.00	1.15	2	5	4	2
3.4	Decisions are clear and unambiguous for all concerned.	3.78	0.79	3	5	2	0