



Team Effectiveness Survey™



Nova Consulting

Cultivating Human Capacity



TEAM EFFECTIVENESS SURVEY™

ENHANCING TEAM PERFORMANCE

Nova's Team Effectiveness Survey examines particular aspects concerning:

team goals
roles
meetings
decision-making
communication
conflict
resourcing
support

Other factors combine to create an overall team effectiveness rating.

With Nova's powerful Team Effectiveness Survey, you can actually direct team development precisely in the areas that matter most—those that will create the greatest improvement in your organization's results.

Improve Your Bottom Line through Effective Team Integration

Everyone knows that the way teams function can affect productivity. But Nova is unique in knowing exactly which aspects of team functioning have a measurable impact on the bottom line. Our consultants' years of experience, coupled with substantive qualitative and statistical research, bring into focus the factors of team functioning that translate directly into measurable organization performance.

Build the Teams that Build Results

Whether it is your top executive team or self-directed work teams on the assembly floor, the same team dynamics affect your organization's innovation, productivity, and profitability. High-performing teams are not only distinct in many ways from low-functioning teams, but they are characterized by certain competencies proven to have a measurable effect on the organization's overall performance. Nova's Team Effectiveness Survey allows you to determine how well any or all teams in your company are functioning along these critical dimensions

Activating organization capacity is made a more controlled and visible process with Nova's Team Effectiveness Survey and Development Guide. It becomes very clear how ongoing benefits surface once you understand how to generate the power of effective teamwork.

Identify Team, Leader, and Member Strengths

Feedback from the Team Effectiveness Survey plots data from all team members against Nova's normed team database on all items as a way of understanding how well participants are working together. Nova also offers these options:

- Displaying team leader and team member data separately.
- Displaying scores by functions represented by team members.
- Displaying multiple team scores across an organization.



The Team Effectiveness Development Guide offers recommended practices for team leaders as well as team members, allowing individuals in both roles to create their own customized development and action plans. The suggestions are designed to enhance team participation in general, helping people learn how to be more effective not only in their present team configurations but any time they participate in collective endeavors. This kind of training builds valuable learning into the organization that will facilitate team processes for both permanent and fluid teams over the long term. For example, the following shows an item from the survey taken from the resourcing competency with the corresponding team leader and team member development suggestions.

Utilization of Team Resources Competency:

The degree to which the abilities of individual team members are appropriately deployed in effectively carrying out the team's mission.

Behavioral indicator for Utilization of Team Resources from the survey:

I feel that I am more productive because I am a contributing member of this team.

Developmental suggestions:

For Team Leaders:

Look for Ways to Synergize Talent

Become a talent scout and a talent agent. Study each team member's strengths and weaknesses and preferred method of working, and have open discussions with each of them privately about these issues as well as what they want to get out of their work with the team. Once you have all this information, discuss potential assignments with team members in the group forum, and if there are obvious gaps and overlaps, work with the team on strategies to meet the needs. As much as possible, actively seek to design the way people work. Complement team members' weaknesses by placing the content of their work in alignment with their strengths. However, avoid being too rigid. Excellent contributions can come from any source, and stretch assignments can be great learning opportunities.

For Team Members:

Consider Team Participation a Career Opportunity

Ask yourself how you can best contribute to the team's mission, what unique talents you have to offer, and especially what new things you might have an opportunity to practice and learn. Speak up about your particular interests and what you have to offer. Be clear about areas you feel you are weak in, especially if asked to do something you find particularly challenging. If you have particular work habits that may affect your participation in some way, describe them and discuss with the team how best to integrate your efforts with theirs. Remember that all collective efforts require flexibility. The more your contributions can be part of a collegial process, the better the solutions that will result.

From Our

TEAM EFFECTIVENESS CASE FILES

Advertising Client

A senior management team in a global advertising agency was responsible for bringing together specialists to form the teams responsible for each major account. These teams were fluid, drawing from various specialty areas as needed, but headed by the same account management people who were the primary interface with the client.

The team charged with repositioning a well-known consumer product was in trouble. Account management and creative staff could not agree on an approach. The client was dissatisfied with results and increasingly frustrated by the delays. Nova's Team Effectiveness Survey surfaced the root of the problem—in this case, too much weight was given to creative concerns for a totally new approach and not enough given to the client's simple repositioning needs. A reconstituted and reoriented team rapidly produced work that pleased the client and successfully positioned the product. The learning did not stop there. Once the agency's senior management team knew what to look for in highly effective teams, their entire approach to creating and building teams changed. The new norms have become a part of their culture, leading to extremely high levels of productivity, as well as increased client and employee satisfaction.

NOVA'S MISSION

To help leaders value and inspire human talent to produce exceptional results for the individual and the organization.

NOVA'S VALUES

- Wisdom** We apply the right use of knowledge.
- Honor** We have respect for self and others.
- Integrity** We do what we say we believe with passion.
- Trust** We are able to be counted on.
- Excellence** We deliver the highest quality work possible.

Direct Teams to Meet Your Strategic Goals

Given the importance of team functioning to your organization's overall health, Nova's Team Effectiveness Survey is an extraordinary value. It is accompanied by a Development Guide with specific suggestions to improve team performance.

Quick, affordable, comprehensive, and precise, the Team Effectiveness Survey takes only 10-15 minutes to complete. It can be administered to teams at any level of the organization, teams of any size, and to any number of teams. It can be used on its own, as part of a program, or as a foundational component of a total organization change effort by team leaders, human resource professionals, trainers, and senior executives.

Nova's Team Effectiveness Survey can transform your organization's performance, one team at a time or as part of an all-company effort. It can direct team, member, and leader development. Your organization's performance can improve exponentially with Nova's Team Effectiveness Survey.

Cultivate Human Capacity: Nova's Guiding Principle

We focus very closely on the services and products that will make the most difference in your organization's performance. This diligence and attention to what really matters are basic to Nova's practice. Our consulting services are unique for their comprehensiveness, fact-based foundation, and innovative solutions to business issues. Our assessment products are unlike any in the industry for their scientific predictive validity that correlates with organization results.

If you would like information regarding how we can help your organization, call us at 1 866 YES NOVA. We will be happy to discuss how we can collaborate with you to cultivate human capacity and performance excellence in your organization.

Pricing and Media

For convenience and quick response, Nova's Team Effectiveness Survey is designed to be taken over the internet. For survey prices, see our price sheet, or contact Nova.

Our surveys are available through a variety of media. Print versions are available for an additional fee, sent US domestic mail. Please contact Nova regarding these options, and about overnight and international shipping rates. You may sample our surveys online at www.novaconsultinginc.com. You can also purchase our surveys online at the same web address.

For all formats, each Team Effectiveness Survey Packet contains:

10 Surveys

- 1 Team Leader, 9 Team Members.
(A minimum of 3 Member responses is necessary for statistically meaningful data.)
- 30 items, 8 team competencies, and overall ratings.
- Takes about 15 minutes to complete.
- Options available for an additional fee. Please call Nova to inquire about pricing:
 - More Team Members can be added.
 - Team Leader and Team Member scores can be displayed separately.
 - Scores aggregated by functions represented by Members can be displayed.
 - Multiple teams across an organization can be compared to one another.

Scored Team Effectiveness Profile

- Team data are illustrated in bar graphs for each of the 8 competencies, overall ratings, and their behavioral indicators.
- Scores are compared to percentiles from Nova's normed database of highly effective teams.

Comprehensive Team Effectiveness Development Guide

- Defines each competency and its behavioral indicators.
- Provides development suggestions for Team Leaders and for Team Members.
- Provides information on strengths demonstrated and specific recommendations for practices to cultivate in weaker areas.
- Provides a worksheet with suggestions for creating development plans.



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Custom House Square
448 Hope Street
Bristol, RI 02809

p. 401 253 1997 f. 401 253 6022
www.novaconsultinginc.com



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