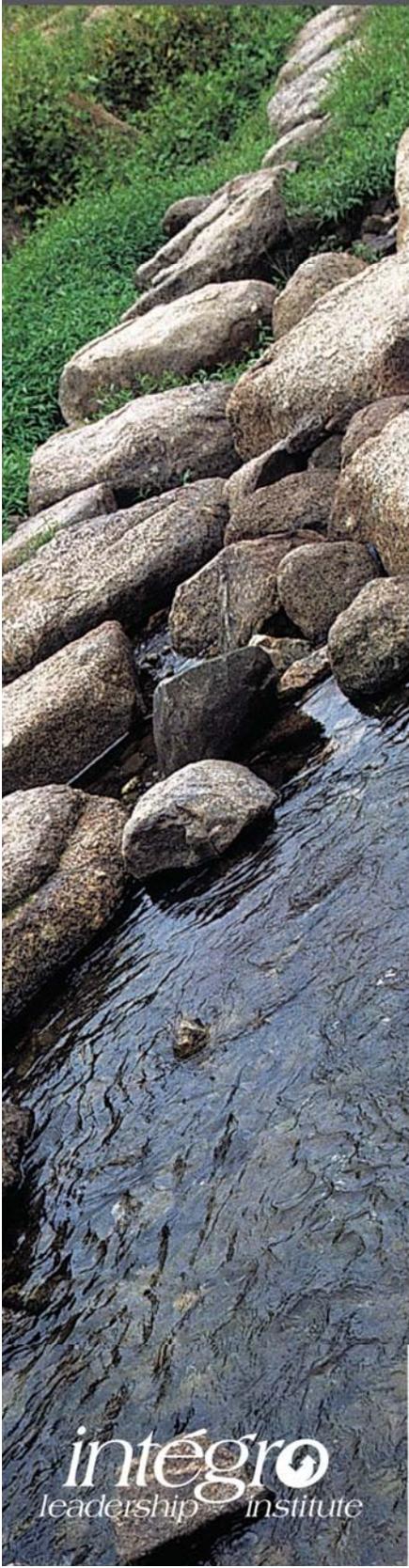


TRUST
INSIDE
assessments



TEAM ALIGNMENT survey

for Sample Company
November 2010

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Introduction

Trust is clearly an essential foundation for effective teamwork. It is equally important, however, for the team to be in alignment on the direction in which it is going, and on the outcomes it is aiming to achieve.

These are indeed the two essential underlying factors determining team success: trust and alignment.

It may seem like common sense that team alignment is essential for teamwork – yet there are so many teams that fail to achieve alignment. Why?

“Trust lies at the heart of a functioning, cohesive team. Without it, teamwork is all but impossible.”

“The Five Dysfunctions of a Team”
Patrick Lencioni

There are three key reasons why teams fail to achieve alignment:

1. Team members do not understand what alignment really means.
2. Teams do not focus on getting into alignment on the two most important things on which they need alignment: **Purpose** and **Values**.
3. A lack of trust in the team prevents open, frank dialogue.

Trust is the Biggest Barrier to Achieving Alignment

Thirty years of research conducted by Intégro Leadership Institute on hundreds of teams around the world clearly shows that teams that lack alignment also suffer from a low level of trust. For that reason, we designed the Team Alignment Survey to measure both the level of trust within the team, and the degree to which team members are in alignment.

Most people are trustworthy: honest, ethical people who come to work with the intention of making a positive contribution. So naturally they assume they will be trusted. But the reality is that trust in many teams is low, despite the fact that the team members are predominantly trustworthy.

Being trustworthy on its own does not build trust. Behavior builds trust. Our research has identified four specific behaviors that must be present for trust to be developed and sustained:

Reliability: doing what you say you will do

Congruence: practicing what you preach and saying what you really mean

Openness: being willing to listen to other's ideas and to share your ideas and opinions

Acceptance: accepting people for who they are; being non-judgmental

Our research also shows that most people find it difficult to do at least one of these – even though they might be naturally strong in others. As a result, trust can easily break down between trustworthy people.

Team Alignment Survey

There are two sections to this report:

SECTION 1 Team Alignment Report: measures the degree to which team members are in alignment on their Purpose, Values, Vision, Goals, Procedures, and Roles.

SECTION 2 Team Trust Report: measures the degree to which team members perceive the Elements of Trust™, and the values that support them, to be present in the team.

SECTION 1 Team Alignment Report

6 Factors for Alignment

There are six factors on which team members need to be aligned:

1. **Purpose:** the reason the team exists.
2. **Values:** the standards or guiding principles by which the team must operate.
3. **Vision:** a clearly defined picture of what the team aspires to be at a particular point in time in the future.
4. **Goals:** what the team needs to achieve in the shorter term to achieve the vision.
5. **Procedures:** the steps the team must take to achieve the goals.
6. **Roles:** what each team member must do to achieve the vision and goals.

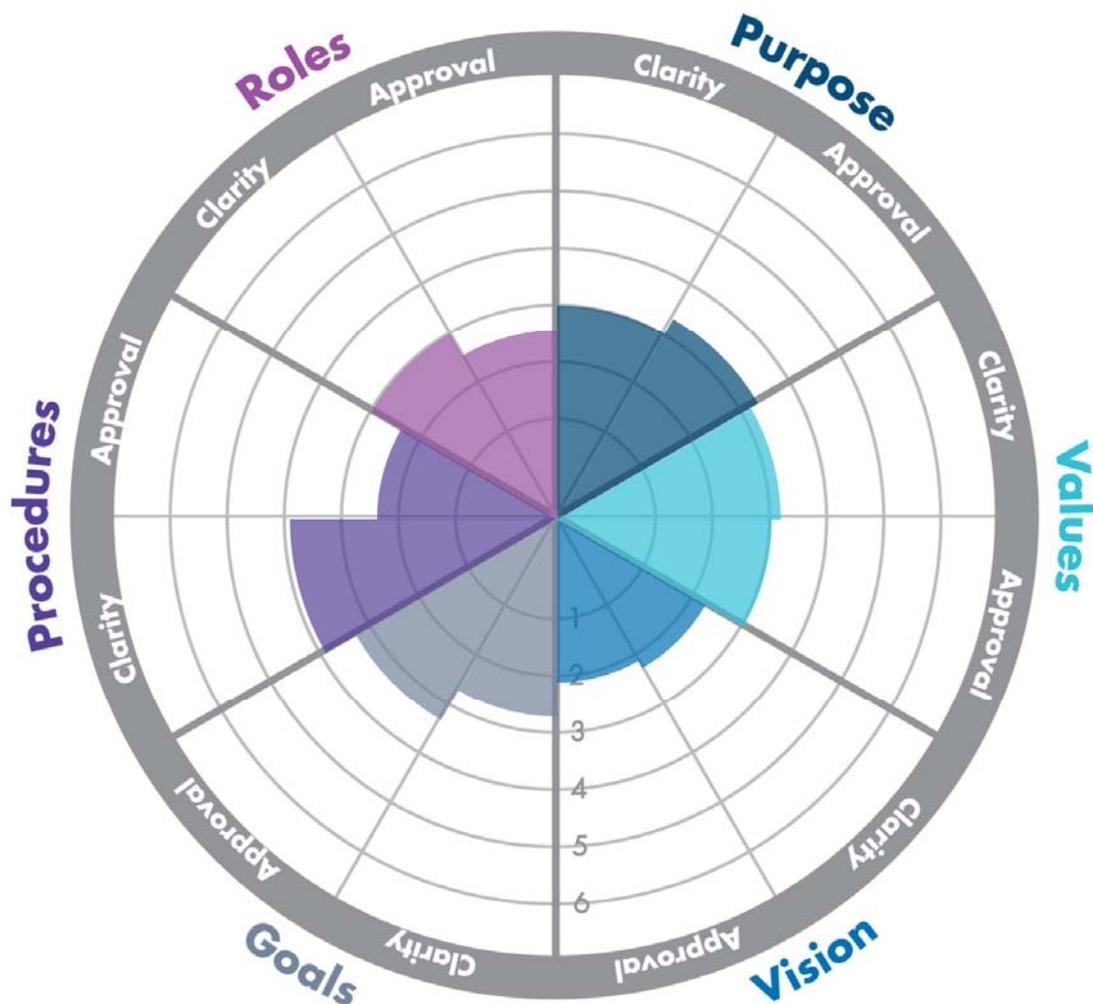
There are two parts to alignment that need to be measured:

- **Clarity:** how clear each individual believes the team is on its purpose, values, vision, goals, procedures and roles.
- **Approval:** to what degree each individual approves of the team's purpose, values, vision, goals, procedures, and roles.

Clarity: it is important to understand the difference here between what we are measuring on clarity and approval. Clarity scores measure each team member's perception of clarity in the team as a whole, not among individual team members.

It is quite possible that an individual – the team leader for example – may be very clear on the vision for the team, but believes that the team is very unclear about that vision. He or she may not have discussed it with the team.

Approval: these scores are measuring the individual's personal approval. So you can have a high personal approval score combined with a low clarity score on the graph, indicating that this person is clear about that item, and approves of it, but believes that the team is very unclear about it.



How to Read and Interpret the Graph

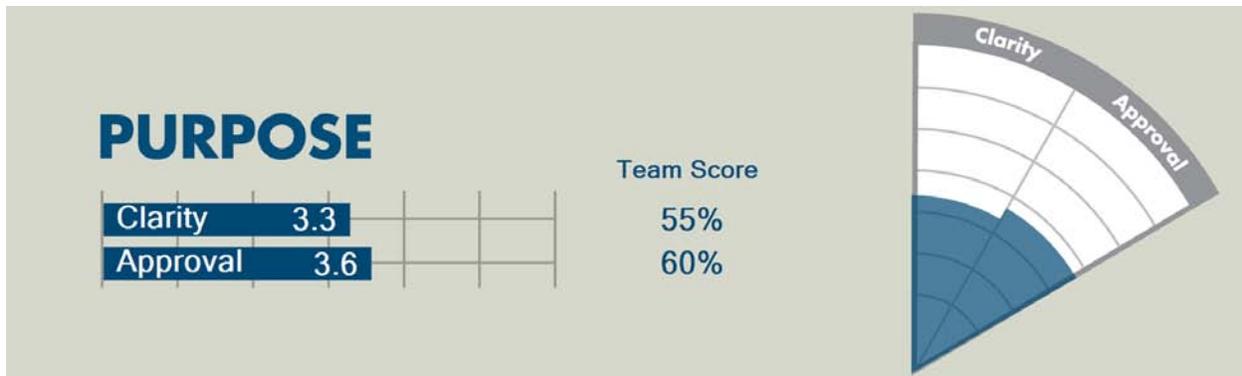
This graph shows the average scores for your team on both Clarity and Approval for each of the six areas being measured. Clarity scores represent team members perceptions of the degree to which they think **the team** is clear. Approval scores represent team members’ **personal approval**. The graphs on the following three pages show the actual scores on a six point scale, along with an overall Team Score shown as a percentage.

Interpretation: *Clarity* scores reflect the degree to which the team has communicated openly enough to ensure a high degree of clarity on each area. Putting purpose, values and vision statements in writing does not ensure they are clear to all team members. An investment in time to discuss and ask questions is necessary to ensure a high degree of clarity. Team members cannot approve of or be committed to these six critical factors unless they are really clear on what each is about.

Approval scores reflect the degree to which team members are committed to each area. Low levels of approval indicate that team members have not had the opportunity to voice their concerns or disapproval, or if they have, they have not been heard. Low scores for approval may also be an indication of a low level of trust, indicating that team members feel it is not safe to voice their disapproval.

When looking at the scores for each of the factors above, it may be helpful to ask the following questions:

1. Which factors does your team most need to increase clarity on?
2. Which factors do you, personally, least approve of and what needs to change for you to be fully supportive?



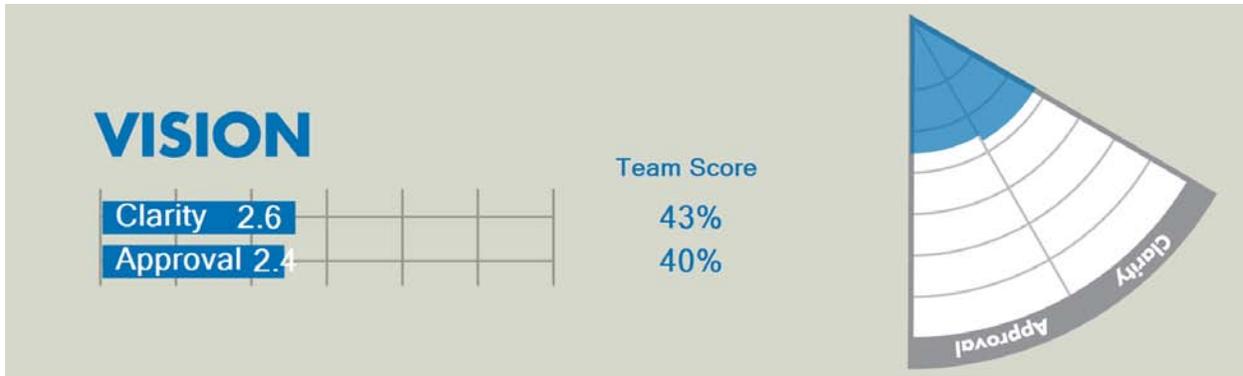
Purpose Overview: Clarity scores indicate the degree to which the team has a clear idea about why they exist and that team members know what is expected of them.

Approval scores indicate that for the most part, the team has its priorities in order and team members believe they are providing a vital service to the organization.



Values Overview: Clarity scores indicate the degree to which the team operates by a clearly defined set of values and that members of the team demonstrate a clear understanding of their values through their behavior.

Approval scores measure team member’s approval of the actual values the team operates by: that the values they operate by help them get the job done.



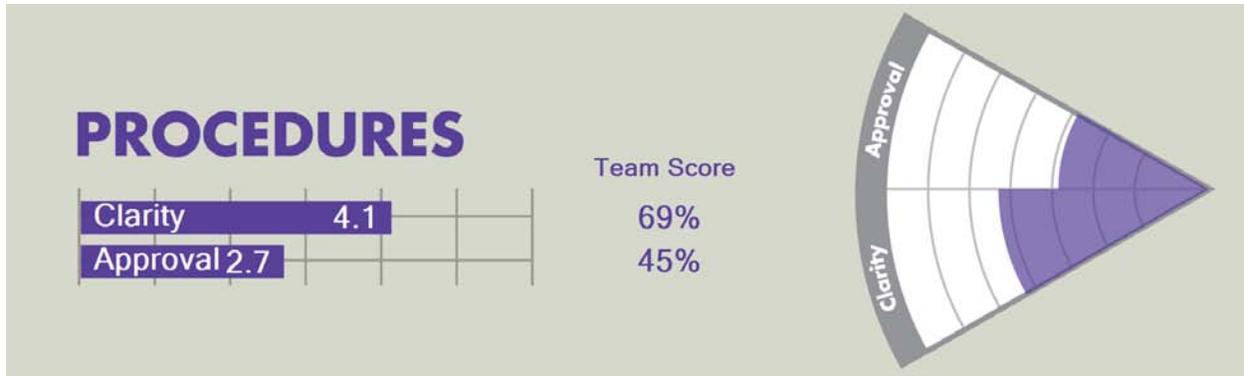
Vision Overview: Clarity scores reflect the degree to which the team is moving together in the same direction, and has a coherent plan for achieving the vision.

Approval scores show the degree to which team members like the direction the team is going in and believe that the strategies they have in place will ensure they achieve their vision.



Goals Overview: Clarity scores indicate the degree to which the team clearly understands what they need to achieve and team members have the information they need to set priorities.

Approval scores show the degree to which team members believe the team and individual goals are realistic and that if everybody does his or her job, the team can consistently achieve its goals.



Procedures Overview: Clarity scores indicate the degree to which team members believe that forms, reports and procurement methods are clearly understood and that team members are generally aware of the way work flow proceeds around the team.

Approval scores show the degree to which team members believe the written and verbal methods they use to move ahead on tasks are fairly simple and efficient and that the systems used for getting things done work well.



Roles Overview: Clarity scores reflect the degree to which team members know who to go to in order to get something done, and that they understand what is expected of them in their respective roles.

Approval scores show the degree to which team members believe the team has the right people in the right roles and that team members’ areas of responsibility are big enough yet not too big.

Team Alignment Frequency Scores

The following pages show the frequency scores of the number of people who responded to each choice.

	Disagree	Somewhat Disagree	Somewhat Agree	Agree
Purpose - Clarity				
Our team has a clear idea of why we exist.	0	1	6	0
Our team knows what is expected of us.	0	4	3	0

Purpose - Approval				
For the most part, our team has its priorities in order.	1	4	2	0
Our team is providing a vital service to the organization.	0	0	4	3

	Disagree	Somewhat Disagree	Somewhat Agree	Agree
Values - Clarity				
We operate by a clearly defined set of values.	1	1	4	1
People in our team demonstrate a clear understanding of values through their behavior.	1	1	4	1

Values - Approval				
For the most part, the values we operate by help us get our jobs done.	0	2	5	0
I personally agree with the basic principles our team operates by.	0	3	4	0

	Disagree	Somewhat Disagree	Somewhat Agree	Agree
Vision - Clarity				
Our team is moving together in the same direction.	0	5	2	0
Our team has a coherent plan for achieving our vision.	0	5	2	0

Vision - Approval				
I like the direction this team is going in.	1	4	2	0
The strategies we have in place will ensure we achieve our vision.	0	5	2	0

	Disagree	Somewhat Disagree	Somewhat Agree	Agree
Goals - Clarity				
Our team clearly understands what we need to achieve.	0	5	2	0
Team members have the information they need to set priorities.	0	3	3	1

Goals - Approval				
I believe our team and individual goals are realistic.	1	1	4	1
If everybody does his or her job, the team can achieve its goals quite consistently.	0	2	4	1

	Disagree	Somewhat Disagree	Somewhat Agree	Agree
Procedures - Clarity				
Forms, reports and procurement methods are familiar to group members.	0	2	3	2
Team members are generally aware of the way work flow proceeds around here.	0	0	6	1

Procedures - Approval				
The written and verbal methods we use to move ahead on tasks are fairly simple and efficient.	0	5	1	1
The systems for getting things done around here work quite well.	0	5	2	0

	Disagree	Somewhat Disagree	Somewhat Agree	Agree
Roles - Clarity				
Team members know who to go to, to get something done.	0	1	6	0
Team members understand what is expected of them in their respective roles.	0	5	1	1

Roles - Approval				
I believe we have the right people in the right roles.	2	2	1	2
Team members' areas of responsibility are big enough but not too big.	0	5	1	1

SECTION 2 Team Trust Report

Trust is the Foundation of All Relationships

Relationships are formed as trust develops. When trust diminishes, relationships become more distant, often leading to conflict. Getting team members engaged and committed to the team's purpose, values and vision requires a high level of trust. Team members need to know they can trust their team leader and other members of the team.

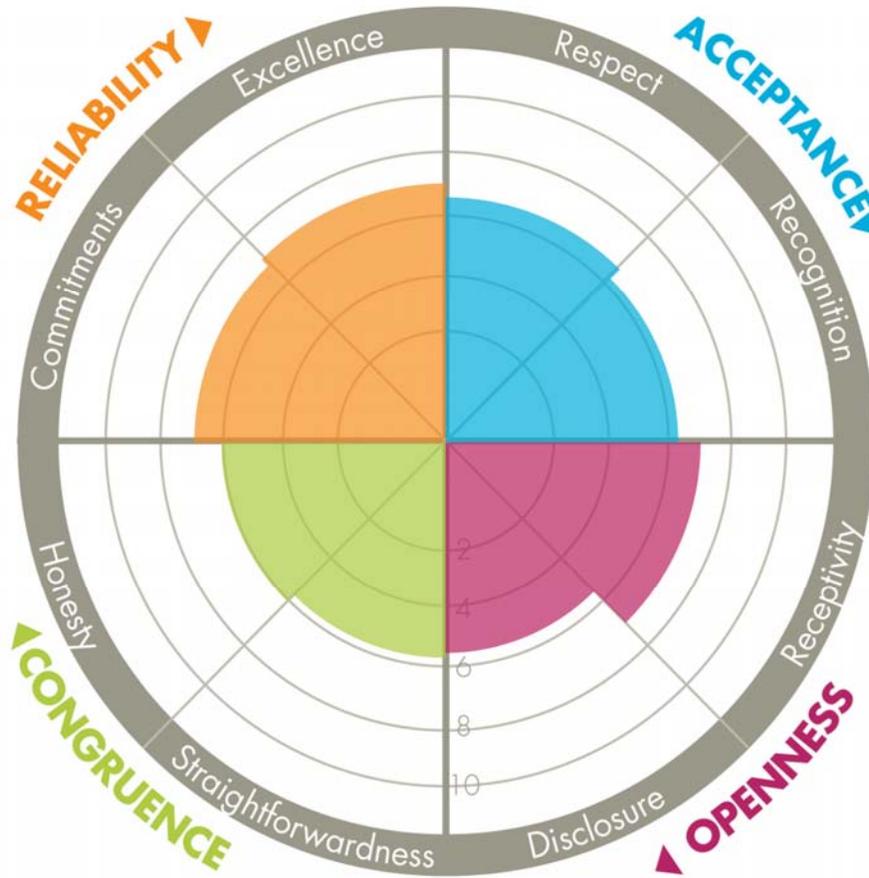
Being Trustworthy is Not Enough

Everyone knows that trust is important, but what many people don't understand is that being trustworthy does not necessarily build trust. People make judgments about how trustworthy their colleagues are based on their perception of what they do, not on what they say, or what they intended to do. Because it is behavior that builds trust, team members can be trustworthy, honest and ethical, and yet have other team members not trust them because of differences in behavioral style, and different strengths and weaknesses in the Elements of Trust™. To increase effectiveness in building trust, team members need to take personal responsibility for their behavior and understand how it can affect the levels of trust other team members have for them.

The Elements of Trust™

There are four "elements" of trust that must be present for trust to develop and be sustained. Each "element" is supported by two values. That is, when people believe in the "values that build trust" they will behave in trust building ways. The elements and their supporting values are:

Element of Trust	Supporting Values
Acceptance	Respect and Recognition
Openness	Receptivity and Disclosure
Congruence	Straightforwardness and Honesty
Reliability	Keeps Commitments and Seeks Excellence



Shaded areas represent average Team Scores

How to Read and Interpret the Graph

The shaded area in the graphs on this and the following two pages shows the average scores for all team members’ perceptions for each of the eight **Values that Build Trust**. This graph gives an overall picture of the perceived trust level within the team, and the graphs on the following two pages show the actual scores on a ten point scale, along with an overall Team Score shown as a percentage.

Interpretation: The trust level in the team has a significant impact on the effectiveness of communication within the team. High levels of Receptivity and Disclosure are necessary to create an open honest discussion about the team’s purpose, values, vision and goals.

High levels of Straightforwardness are necessary to encourage team members to voice their disapproval if they feel the team is on the wrong track. Open, honest communication is essential for teams to perform at their best.

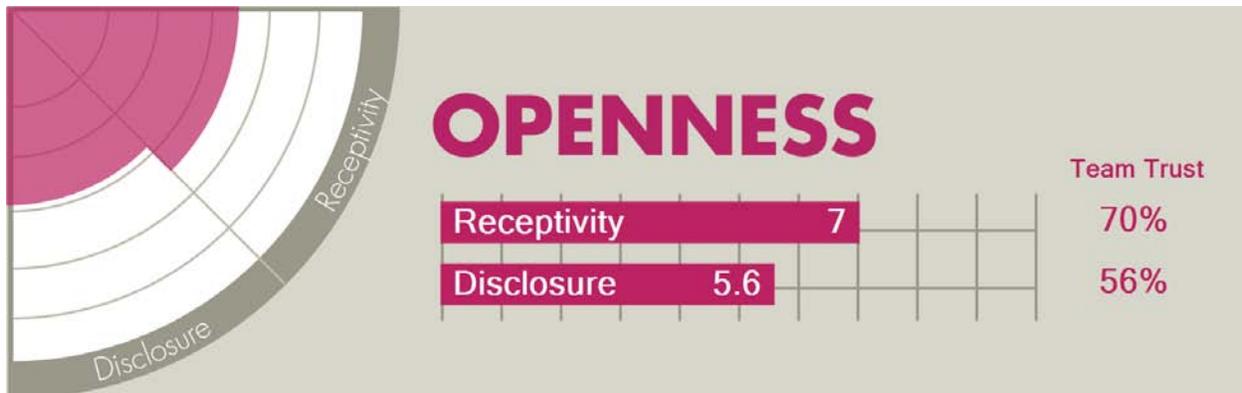
When looking at the scores for each of the items measuring the eight **Values that Build Trust** it may be helpful to ask the following questions:

1. *What does this result say about our team’s strengths and weaknesses in building trust?*
2. *What are the biggest barriers to creating more open honest communication in this team?*



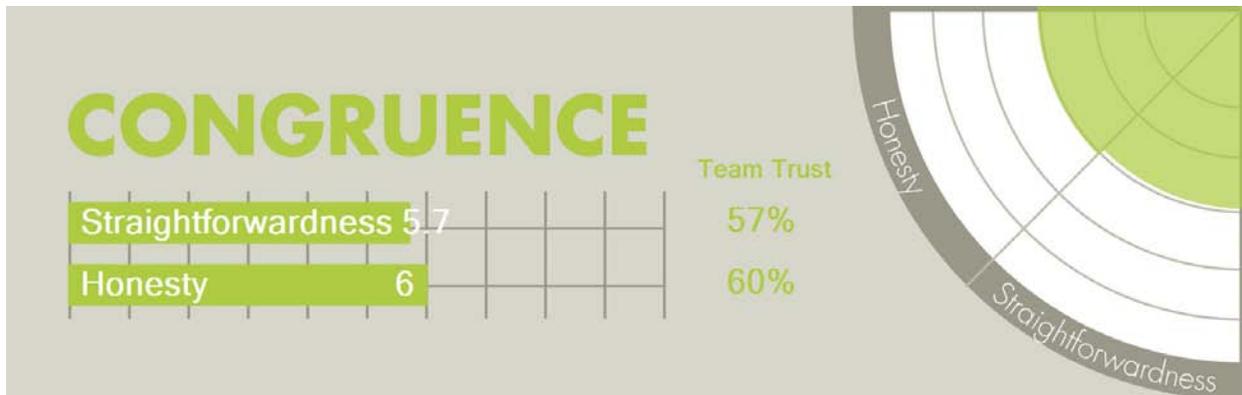
Acceptance Overview: All people want to be accepted and respected for who they are. Not judged, criticized or made to feel inferior. When others know they are accepted, that what they say or do is not going to be unfairly judged, they can focus on being the best they can be. Acceptance eliminates the fear people have about speaking up, about being open and telling the truth. The starting point for increasing **acceptance in your team** is to embrace the values of **Respect** and **Recognition**.

If you want other team members to trust you, look for what you respect about them, and let them know through appropriate, genuine recognition.



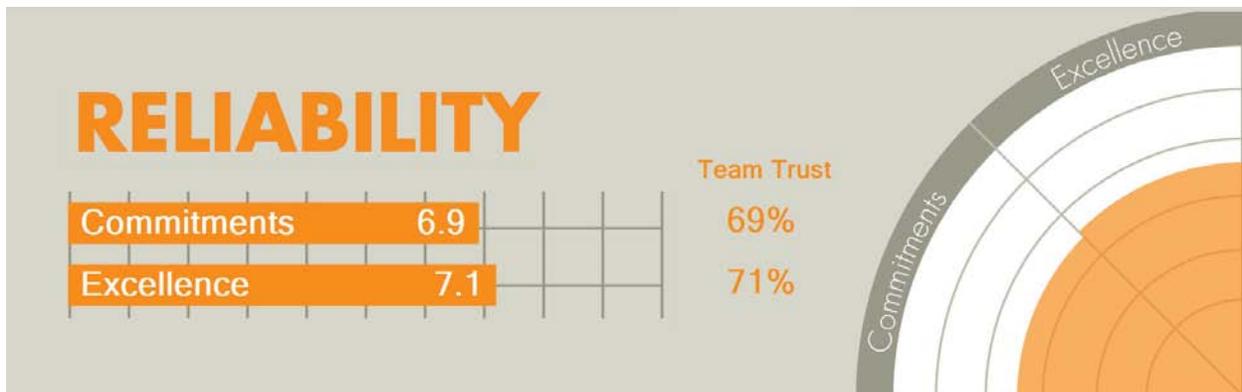
Openness Overview: People trust and respect co-workers more for being open, even if the news is bad. No one likes to be kept in the dark about what is going on. Team members want to know how they are performing and appreciate feedback about their contribution. Are members of your team encouraged to share their ideas, feelings, and concerns? Openness engages people; they want to know more about what is going on. When openness is high people are more interested in their work and how well the team is doing.

To increase **openness**, embrace the values of **Receptivity** and **Disclosure**. Be receptive to what other team members have to say, invite feedback and encourage team members to disclose what is on their minds. At team meetings encourage an open discussion of ideas on how results can be improved.



Congruence Overview: Congruence means “the same as” – what you say is the same as what you really mean – being straightforward. When people are not straightforward, others tend to pick up on it. They see it in their body language, their facial expressions, or in the inconsistency in the tone of their voice. Congruence is also about walking the talk or practicing what you preach. It is about principles – being honest and ethical. It is through your congruent behavior that others learn about your honesty and integrity.

To increase **congruence**, embrace the values of **Honesty** and **Straightforwardness**. It isn’t easy to deliver bad news or say something that won’t be popular, but in the long run, people will trust you more when they know they can count on you to tell it how it is.



Reliability Overview: No one wants to work with someone who is unreliable. It is difficult to have confidence in people who make promises they do not keep, or who regularly fail to meet their deadlines. It is vital to your team’s success that you can rely on all team members to deliver the results you need from them, and in turn, that they can expect the same of you.

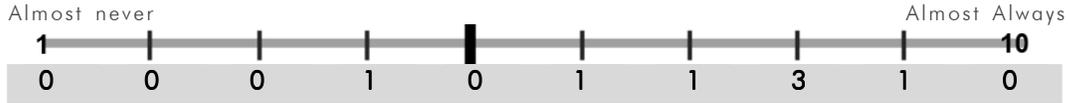
To increase **reliability**, embrace the values of **Keeps Commitments** and **Seeks Excellence**. Don’t make promises you’re not sure you can keep, and when you say you’ll do something, do it to the best of your ability.

Values that Build Trust Frequency Scores

The following pages show the frequency scores of the number of people who responded at each point on the scale.

Respect:

Team members show that they care about each other.

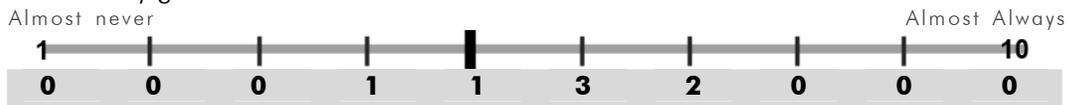


People in our team value other team member's skills as much as their own.

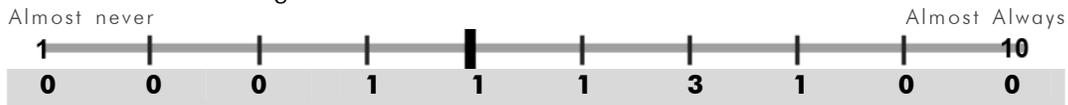


Recognition:

Praise is freely given in our team.

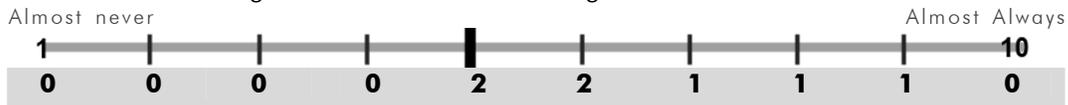


Team members encourage each other.



Receptivity:

Members of our team give new ideas a fair hearing.



In our team, people are willing to change their opinions in the face of new evidence.



Disclosure:

Team members communicate openly with each other.

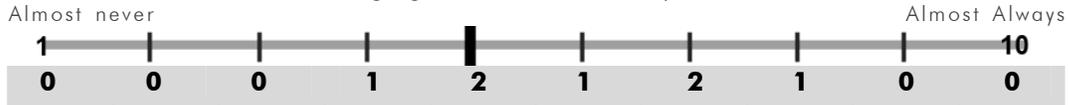


Members of our team keep each other appropriately informed.

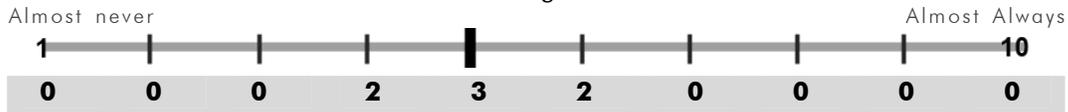


Straightforwardness:

Team members confront challenging situations when they arise.



Team members are direct when communicating with each other.



Honesty:

Members of our team act with integrity.



In our team we practice what we preach.



Keeps Commitments:

People in our team perform their responsibilities conscientiously.

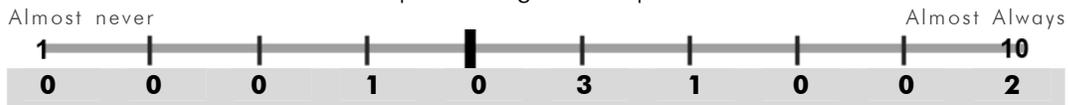


In our team people stay with the job until it is done.



Seeks Excellence:

Team members seek excellence in performing their responsibilities.



In our team, people make an observable effort to improve their skills.

