



# High Performing Team Assessment Frontline Sample Corp

Report for: Frontline Team

Date: February 2018



[www.peterberry.com.au](http://www.peterberry.com.au)

# Sample Corp

## Reading and Interpreting this Report

The feedback in this report provides a valuable opportunity to understand your team's strengths and opportunities.

To get the maximum benefit, track the themes and trends that are repeated as you read through the report. These will represent your strengths and your opportunities to improve as a team.

The High Performing Team assessment is based on the PBC High Performing Team model, which comprises the following key components: Performance and Culture. Each component consists of six themes. Performance consists of strategy, innovation, accountability, change readiness, results, and meeting effectiveness. Culture consists of trust, professional conflict, communication, emotional intelligence, collaboration and resilience.

|                             |                          |
|-----------------------------|--------------------------|
| <b>PERFORMANCE</b>          | • Strategy               |
|                             | • Innovation             |
|                             | • Accountability         |
|                             | • Change Readiness       |
|                             | • Results                |
|                             | • Meeting Effectiveness  |
| <b>HIGH PERFORMING TEAM</b> |                          |
| <b>CULTURE</b>              | • Trust                  |
|                             | • Professional Conflict  |
|                             | • Communication          |
|                             | • Emotional Intelligence |
|                             | • Collaboration          |
|                             | • Resilience             |

## Team Title

**Frontline Team**

---

## Team Score

**7.68**

---

## No. of Respondents

**8**

---

## Scoring System

The rating scale ranges from one to ten (1 to 10), with 10 being high. The rating scale is anchored as follows:

---

|     |                             |
|-----|-----------------------------|
| 1   | Completely Disagree         |
| 2   | Strongly Disagree           |
| 3   | Disagree                    |
| 4   | Moderately Disagree         |
| 5   | Slightly Disagree           |
| 6   | Slightly Agree              |
| 7   | Moderately Agree            |
| 8   | Agree                       |
| 9   | Strongly Agree              |
| 10  | Completely Agree            |
| N/A | Not Applicable/Not Observed |

---

# Overall Item Ratings

The High Performing Team Assessment includes 36 items rated on a scale of 1 to 10 (see the rating scale on previous page). The table below lists the items in descending order. Read through them to identify any common themes among the highest and lowest rated items (from most highly endorsed to the least endorsed).

| Rank | Team Score | Benchmark Avg | Item  |
|------|------------|---------------|---|
| 1    | 8.88       | 6.75          | Team meetings finish with clear decisions and next steps.                               |
| 2    | 8.75       | -             | Team members regularly share experiences and knowledge that benefit the whole team.     |
| 3    | 8.63       | -             | Team members consistently bring a positive attitude to the team.                        |
| 4    | 8.50       | -             | The team consistently delivers good results.  |
| 5    | 8.50       | 6.60          | There is a high level of open and honest communication across the whole team.           |
| 6    | 8.38       | 7.17          | The team has a reputation for high performance.   |
| 7    | 8.38       | 7.02          | The team consistently meets their key performance indicators.                           |
| 8    | 8.38       | -             | The team meets regularly to review its performance.                                     |
| 9    | 8.38       | -             | Individuals in the team have a high level of trust in each other's competency.          |
| 10   | 8.38       | 7.05          | Team members go out of their way to help each other succeed.                            |
| 11   | 8.13       | 7.30          | The team is creative and can think outside the square.                                  |
| 12   | 8.13       | 6.43          | Individuals are held accountable by others in the team for their behaviour and conduct. |
| 13   | 8.13       |               | The team is enthusiastic about change opportunities.                                    |
| 14   | 8.13       | 6.54          | The team ensures that the hard issues get discussed.                                    |
| 15   | 8.13       | 6.87          | The team has difficult conversations in a professional manner.                          |
| 16   | 8.13       | -             | Team members recover quickly from setbacks.   |
| 17   | 8.00       | 6.87          | The team regularly implements new ideas.  |
| 18   | 8.00       | 6.60          | The team resolves conflicts in a timely manner.   |

A dash '-' in place of a benchmark average in this report indicates that the item(s) were recently introduced and do not yet have sufficient data to present a benchmark.

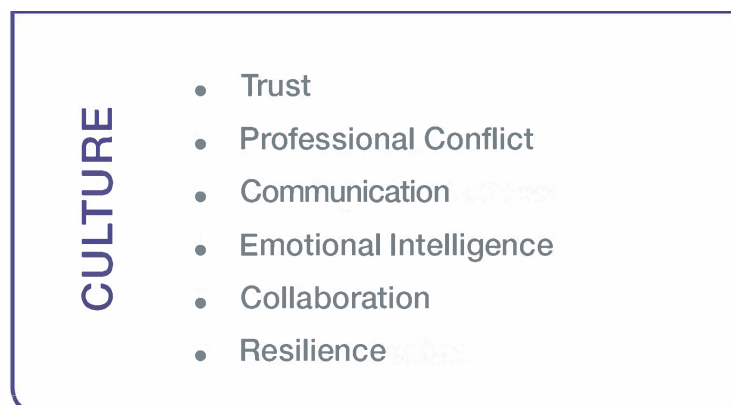
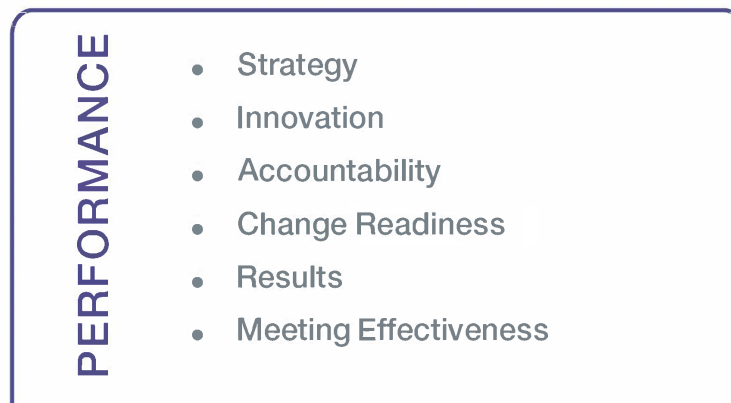
| Rank | Team Score  | Benchmark Avg | Item  |
|------|-------------|---------------|---|
| 19   | <b>8.00</b> | 6.30          | The team makes time for social interactions that build personal relationships.          |
| 20   | <b>7.88</b> | 6.87          | Team members believe that team success is more important than individual success.       |
| 21   | <b>7.88</b> | 5.91          | Team members take good care of self to avoid stress and burnout.                        |
| 22   | <b>7.86</b> | 6.48          | Individuals are held accountable by the team for outcomes.                              |
| 23   | <b>7.71</b> | -             | The team is constantly improving key processes.   |
| 24   | <b>7.63</b> | -             | The team has established protocols in place to ensure meetings are managed effectively. |
| 25   | <b>7.63</b> | 6.97          | Team members have a high level of self-awareness.                                       |
| 26   | <b>7.63</b> | 6.65          | Team members use their emotions intelligently to get the best out of others.            |
| 27   | <b>7.25</b> | -             | The team makes use of data and evidence to make informed decisions.                     |
| 28   | <b>7.25</b> | -             | The team makes time to celebrate successes and milestones.                              |
| 29   | <b>7.13</b> | -             | Team members demonstrate empathy towards each other.                                    |
| 30   | <b>6.75</b> | -             | The team responds effectively to change.  |
| 31   | <b>6.50</b> | -             | The purpose of our team is very clear.  |
| 32   | <b>6.50</b> | -             | The team understands that dealing with changing priorities is part of everyday work.    |
| 33   | <b>6.38</b> | -             | Team members have a strong sense of connection with one another.                        |
| 34   | <b>5.71</b> | -             | Team members build trust by openly sharing their personal work experiences.             |
| 35   | <b>5.63</b> | -             | Team members provide effective feedback to each other.                                  |
| 36   | <b>5.25</b> | -             | Our priorities are clearly defined.   |

# High Performing Team Model

The HPTA model consists of two overall team effectiveness domains: Performance and Culture. The sub-theme definitions are provided below.

**Performance** refers to factors that impact on the capability of the team to achieve the deliverables and results they are responsible for. The specific sub-themes include:

1. **Strategy** - having clearly defined priorities and purpose
2. **Innovation** - implementing new ideas around process improvement and new products/markets
3. **Accountability** - holding each other accountable and challenging each other to perform
4. **Change Readiness** - dealing readily with changes in the work environment
5. **Results** - delivering sustainable and high quality results
6. **Meeting Effectiveness** - having efficient and effective meetings with defined purpose

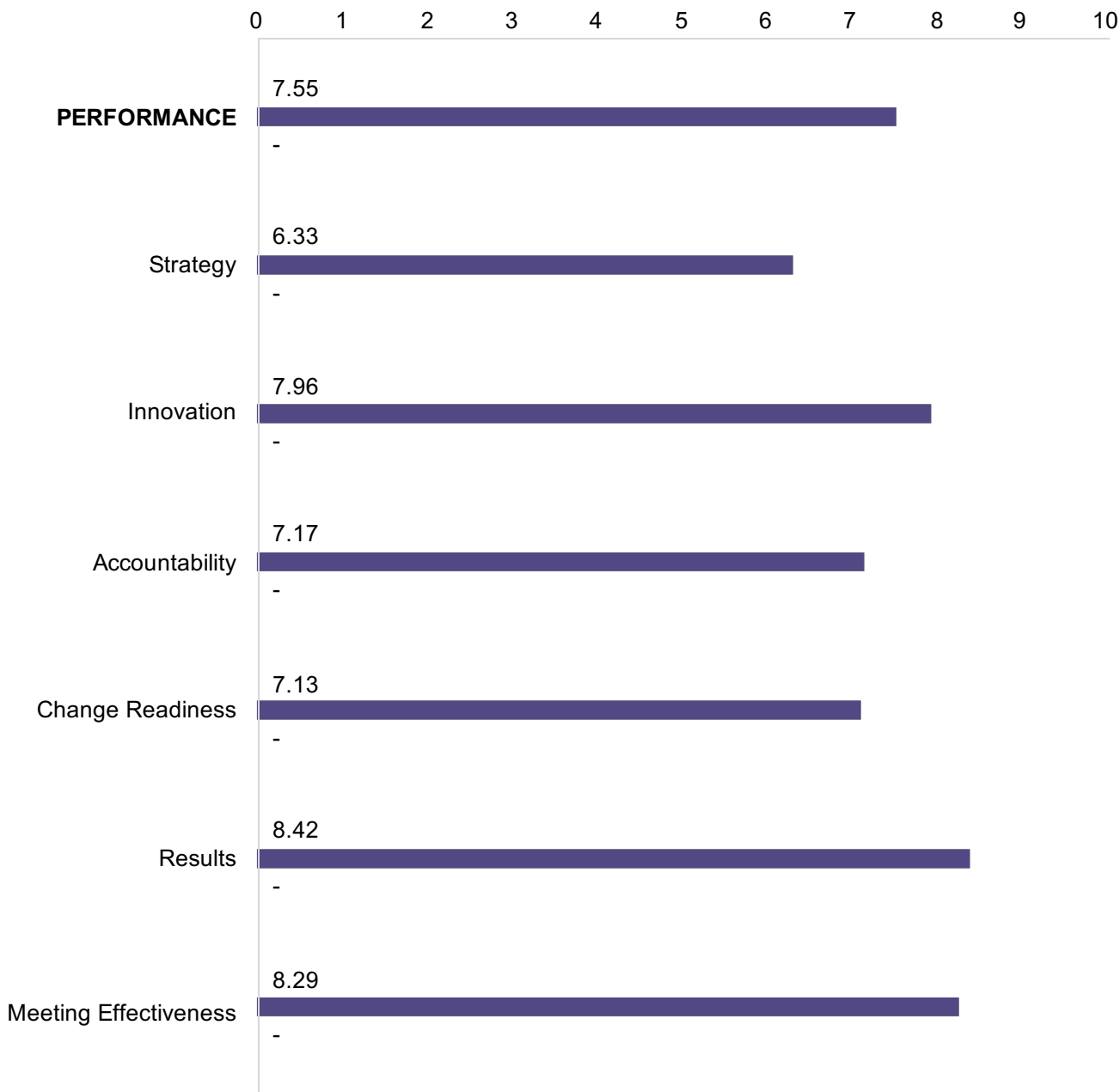



**Culture** refers to factors that impact on the team's standards of behaviour and values that influence how they work together to achieve their objective. The specific sub-themes include:

1. **Trust** - team members being open to trusting and connecting with each other
2. **Professional Conflict** - ensuring conflict and conversations about challenging issues are constructive and professional
3. **Communication** - team members actively share information and communicate to support each other
4. **Emotional Intelligence** - showing a high level of self-awareness, self-regulation and emotional intelligence
5. **Collaboration** - team members take proactive action to collaborate and share resources
6. **Resilience** - having strong resilience and capacity to bounce back from setbacks

# Performance Scores by Theme

The graph below displays the average scores for the Performance domain and each of its themes. Higher scores indicate strengths and lower scores indicate areas for improvement.



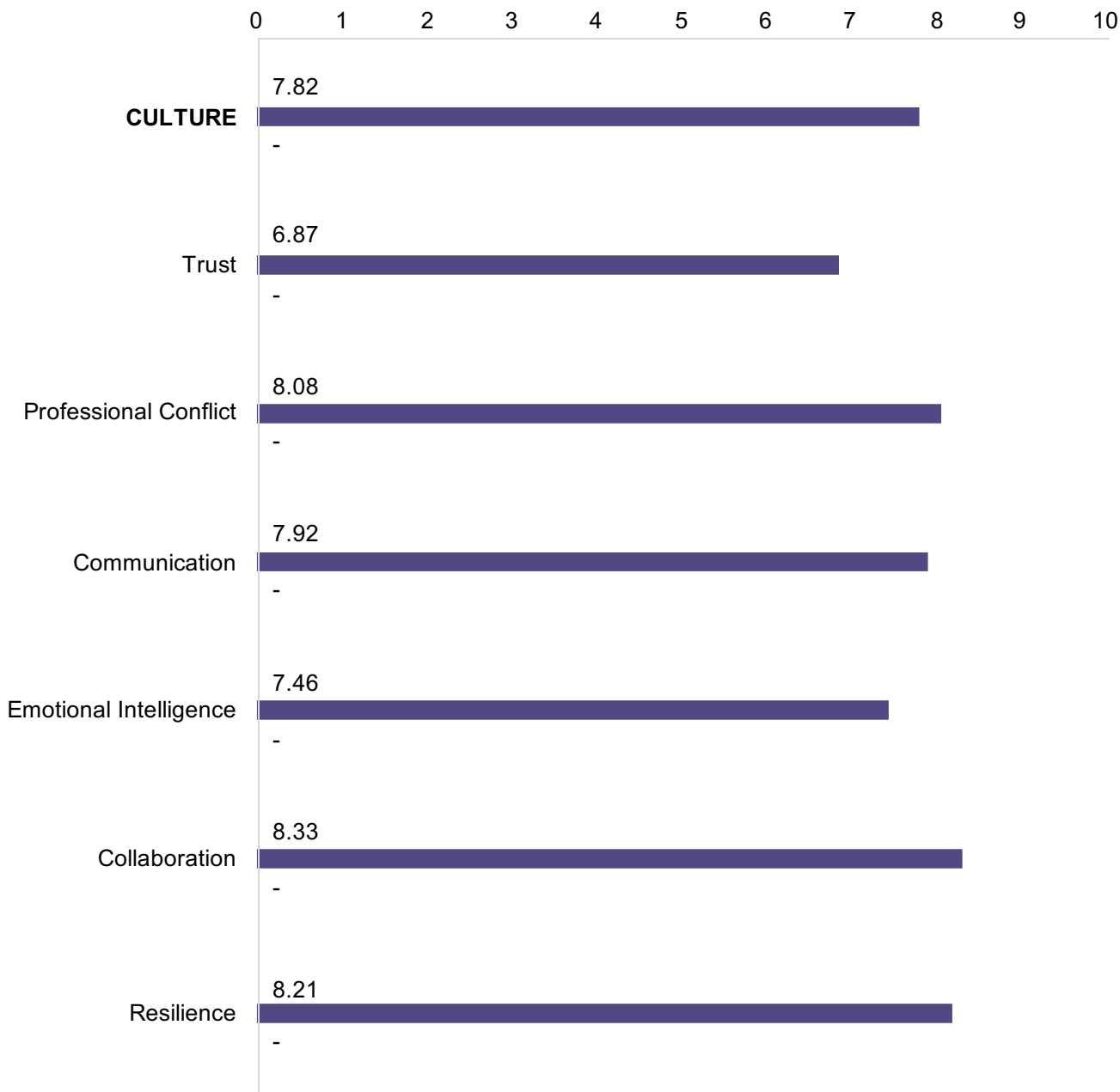
 = Team Score (Performance)

 = Benchmark \*

\* The benchmark is based on our database of High Performing Team Assessments completed across multiple industries. This benchmark is updated annually.

# Culture Scores by Theme

The graph below displays the average scores for the Culture domain and each of its themes. Higher scores indicate strengths and lower scores indicate areas for improvement.



 = Team Score (Culture)

 = Benchmark \*

\* The benchmark is based on our database of High Performing Team Assessments completed across multiple industries. This benchmark is updated annually.



# Performance

| Bench-<br>mark | Team<br>Score | Team<br>SD* | Themes and Items  | Response Frequencies |   |   |   |   |   |   |   |   |    |     |   |   |   |  |  |  |   |  |
|----------------|---------------|-------------|---|----------------------|---|---|---|---|---|---|---|---|----|-----|---|---|---|--|--|--|---|--|
|                |               |             |   | 1                    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | N/A |   |   |   |  |  |  |   |  |
| -              | <b>7.55</b>   | 1.41        | <b>PERFORMANCE</b>  |                      |   |   |   |   |   |   |   |   |    |     |   |   |   |  |  |  |   |  |
| -              | <b>6.33</b>   | 1.46        | Strategy  |                      |   |   |   |   |   |   |   |   |    |     |   |   |   |  |  |  |   |  |
| -              | <b>7.25</b>   | 1.28        | The team makes use of data and evidence to make informed decisions.                     |                      |   |   |   |   | 1 | 1 | 2 | 3 | 1  |     |   |   |   |  |  |  |   |  |
| -              | <b>6.50</b>   | 0.93        | The purpose of our team is very clear.  |                      |   |   |   |   | 1 | 3 | 3 | 1 |    |     |   |   |   |  |  |  |   |  |
| -              | <b>5.25</b>   | 1.49        | Our priorities are clearly defined.   |                      |   |   | 1 | 2 | 1 | 2 | 2 |   |    |     |   |   |   |  |  |  |   |  |
| -              | <b>7.96</b>   | 0.98        | Innovation  |                      |   |   |   |   |   |   |   |   |    |     |   |   |   |  |  |  |   |  |
| 7.30           | <b>8.13</b>   | 0.83        | The team is creative and can think outside the square.                                  |                      |   |   |   |   |   |   |   | 2 | 3  | 3   |   |   |   |  |  |  |   |  |
| 6.87           | <b>8.00</b>   | 0.93        | The team regularly implements new ideas.  |                      |   |   |   |   |   |   |   | 3 | 2  | 3   |   |   |   |  |  |  |   |  |
| 6.84           | <b>7.71</b>   | 1.25        | The team is constantly improving key processes.   |                      |   |   |   |   |   |   |   | 1 | 3  |     | 3 |   |   |  |  |  | 1 |  |
| -              | <b>7.17</b>   | 1.67        | Accountability  |                      |   |   |   |   |   |   |   |   |    |     |   |   |   |  |  |  |   |  |
| 6.43           | <b>8.13</b>   | 1.13        | Individuals are held accountable by others in the team for their behaviour and conduct. |                      |   |   |   |   |   |   |   | 1 | 1  | 2   | 4 |   |   |  |  |  |   |  |
| 6.48           | <b>7.86</b>   | 1.35        | Individuals are held accountable by the team for outcomes.                              |                      |   |   |   |   |   |   |   | 1 | 2  | 2   | 1 | 1 | 1 |  |  |  |   |  |
| -              | <b>5.63</b>   | 1.30        | Team members provide effective feedback to each other.                                  |                      |   |   | 1 |   | 2 | 3 | 2 |   |    |     |   |   |   |  |  |  |   |  |

\* SD – standard deviation of the raters from the average score

# Performance

| Bench-<br>mark | Team<br>Score | Team<br>SD* | Themes and Items  | Response Frequencies |   |   |   |   |   |   |   |   |    |     |   |   |  |  |  |  |  |
|----------------|---------------|-------------|---|----------------------|---|---|---|---|---|---|---|---|----|-----|---|---|--|--|--|--|--|
|                |               |             |   | 1                    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | N/A |   |   |  |  |  |  |  |
| -              | <b>7.55</b>   | 1.41        | <b>PERFORMANCE</b>  |                      |   |   |   |   |   |   |   |   |    |     |   |   |  |  |  |  |  |
| -              | <b>7.13</b>   | 1.30        | Change Readiness  |                      |   |   |   |   |   |   |   |   |    |     |   |   |  |  |  |  |  |
| -              | <b>8.13</b>   | 1.13        | The team is enthusiastic about change opportunities.                                    |                      |   |   |   |   |   |   |   |   | 3  | 2   | 2 | 1 |  |  |  |  |  |
| -              | <b>6.75</b>   | 1.04        | The team responds effectively to change.  |                      |   |   |   | 1 | 2 | 3 | 2 |   |    |     |   |   |  |  |  |  |  |
| -              | <b>6.50</b>   | 1.20        | The team understands that dealing with changing priorities is part of everyday work.    |                      |   |   |   | 1 | 4 | 2 |   |   |    |     | 1 |   |  |  |  |  |  |
| -              | <b>8.42</b>   | 0.65        | Results   |                      |   |   |   |   |   |   |   |   |    |     |   |   |  |  |  |  |  |
| 7.47           | <b>8.50</b>   | 0.53        | The team consistently delivers good results.  |                      |   |   |   |   |   |   |   |   |    | 4   | 4 |   |  |  |  |  |  |
| 7.17           | <b>8.38</b>   | 0.74        | The team has a reputation for high performance.   |                      |   |   |   |   |   |   |   |   | 1  | 3   | 4 |   |  |  |  |  |  |
| 7.02           | <b>8.38</b>   | 0.74        | The team consistently meets their key performance indicators.                           |                      |   |   |   |   |   |   |   |   | 1  | 3   | 4 |   |  |  |  |  |  |
| -              | <b>8.29</b>   | 1.00        | Meeting Effectiveness   |                      |   |   |   |   |   |   |   |   |    |     |   |   |  |  |  |  |  |
| 6.75           | <b>8.88</b>   | 0.64        | Team meetings finish with clear decisions and next steps.                               |                      |   |   |   |   |   |   |   |   |    | 2   | 5 | 1 |  |  |  |  |  |
| -              | <b>8.38</b>   | 0.92        | The team meets regularly to review its performance.                                     |                      |   |   |   |   |   |   |   |   | 1  | 4   | 2 | 1 |  |  |  |  |  |
| -              | <b>7.63</b>   | 1.06        | The team has established protocols in place to ensure meetings are managed effectively. |                      |   |   |   |   |   | 1 | 3 | 2 | 2  |     |   |   |  |  |  |  |  |

\* SD – standard deviation of the raters from the average score

# Culture

| Bench-<br>mark | Team<br>Score | Team<br>SD* | Themes and Items   | Response Frequencies |   |   |   |   |   |   |   |   |    |     |  |  |  |  |  |  |  |   |  |
|----------------|---------------|-------------|--|----------------------|---|---|---|---|---|---|---|---|----|-----|--|--|--|--|--|--|--|---|--|
|                |               |             |  | 1                    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | N/A |  |  |  |  |  |  |  |   |  |
| -              | <b>7.82</b>   | 1.24        | <b>CULTURE</b>   |                      |   |   |   |   |   |   |   |   |    |     |  |  |  |  |  |  |  |   |  |
| -              | <b>6.87</b>   | 1.77        | Trust  |                      |   |   |   |   |   |   |   |   |    |     |  |  |  |  |  |  |  |   |  |
| 7.22           | <b>8.38</b>   | 1.06        | Individuals in the team have a high level of trust in each other's competency. |                      |   |   |   |   |   | 1 |   | 2 | 5  |     |  |  |  |  |  |  |  |   |  |
| -              | <b>6.38</b>   | 1.51        | Team members have a strong sense of connection with one another.               |                      |   | 1 |   |   |   | 2 | 4 | 1 |    |     |  |  |  |  |  |  |  |   |  |
| -              | <b>5.71</b>   | 1.60        | Team members build trust by openly sharing their personal work experiences.    |                      |   | 1 |   | 2 | 2 | 1 | 1 |   |    |     |  |  |  |  |  |  |  | 1 |  |
| -              | <b>8.08</b>   | 1.10        | Professional Conflict  |                      |   |   |   |   |   |   |   |   |    |     |  |  |  |  |  |  |  |   |  |
| 6.54           | <b>8.13</b>   | 1.55        | The team ensures that the hard issues get discussed.                           |                      |   |   |   | 1 |   | 1 | 2 | 3 | 1  |     |  |  |  |  |  |  |  |   |  |
| 6.87           | <b>8.13</b>   | 0.64        | The team has difficult conversations in a professional manner.                 |                      |   |   |   |   |   | 1 | 5 | 2 |    |     |  |  |  |  |  |  |  |   |  |
| 6.60           | <b>8.00</b>   | 1.07        | The team resolves conflicts in a timely manner.                                |                      |   |   |   |   |   | 1 | 1 | 3 | 3  |     |  |  |  |  |  |  |  |   |  |
| -              | <b>7.92</b>   | 0.93        | Communication  |                      |   |   |   |   |   |   |   |   |    |     |  |  |  |  |  |  |  |   |  |
| 6.60           | <b>8.50</b>   | 0.53        | There is a high level of open and honest communication across the whole team.  |                      |   |   |   |   |   |   |   | 4 | 4  |     |  |  |  |  |  |  |  |   |  |
| 6.30           | <b>8.00</b>   | 0.76        | The team makes time for social interactions that build personal relationships. |                      |   |   |   |   |   |   | 2 | 4 | 2  |     |  |  |  |  |  |  |  |   |  |
| 6.28           | <b>7.25</b>   | 1.04        | The team makes time to celebrate successes and milestones.                     |                      |   |   |   |   |   | 2 | 3 | 2 | 1  |     |  |  |  |  |  |  |  |   |  |

\* SD – standard deviation of the raters from the average score

# Culture

| Bench-<br>mark | Team<br>Score | Team<br>SD* | Themes and Items  | Response Frequencies |   |   |   |   |   |   |   |   |    |     |   |   |  |  |  |  |  |
|----------------|---------------|-------------|---|----------------------|---|---|---|---|---|---|---|---|----|-----|---|---|--|--|--|--|--|
|                |               |             |   | 1                    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | N/A |   |   |  |  |  |  |  |
| -              | <b>7.82</b>   | 1.24        | <b>CULTURE</b>  |                      |   |   |   |   |   |   |   |   |    |     |   |   |  |  |  |  |  |
| -              | <b>7.46</b>   | 1.02        | Emotional Intelligence  |                      |   |   |   |   |   |   |   |   |    |     |   |   |  |  |  |  |  |
| 6.97           | <b>7.63</b>   | 0.74        | Team members have a high level of self-awareness.                                   |                      |   |   |   |   |   |   |   |   | 4  | 3   | 1 |   |  |  |  |  |  |
| 6.65           | <b>7.63</b>   | 0.52        | Team members use their emotions intelligently to get the best out of others.        |                      |   |   |   |   |   |   |   |   | 3  | 5   |   |   |  |  |  |  |  |
| -              | <b>7.13</b>   | 1.55        | Team members demonstrate empathy towards each other.                                |                      |   |   | 1 |   | 1 | 2 | 3 | 1 |    |     |   |   |  |  |  |  |  |
| -              | <b>8.33</b>   | 1.31        | Collaboration   |                      |   |   |   |   |   |   |   |   |    |     |   |   |  |  |  |  |  |
| 7.10           | <b>8.75</b>   | 0.71        | Team members regularly share experiences and knowledge that benefit the whole team. |                      |   |   |   |   |   |   |   |   |    | 3   | 4 | 1 |  |  |  |  |  |
| 7.05           | <b>8.38</b>   | 0.74        | Team members go out of their way to help each other succeed.                        |                      |   |   |   |   |   |   |   |   | 1  | 3   | 4 |   |  |  |  |  |  |
| 6.87           | <b>7.88</b>   | 2.03        | Team members believe that team success is more important than individual success.   |                      |   |   | 1 |   |   |   |   |   |    | 3   | 4 |   |  |  |  |  |  |
| -              | <b>8.21</b>   | 0.66        | Resilience  |                      |   |   |   |   |   |   |   |   |    |     |   |   |  |  |  |  |  |
| 7.25           | <b>8.63</b>   | 0.74        | Team members consistently bring a positive attitude to the team.                    |                      |   |   |   |   |   |   |   |   |    | 4   | 3 | 1 |  |  |  |  |  |
| 7.31           | <b>8.13</b>   | 0.64        | Team members recover quickly from setbacks.   |                      |   |   |   |   |   |   |   |   | 1  | 5   | 2 |   |  |  |  |  |  |
| 5.91           | <b>7.88</b>   | 0.35        | Team members take good care of self to avoid stress and burnout.                    |                      |   |   |   |   |   |   |   |   | 1  | 7   |   |   |  |  |  |  |  |

\* SD – standard deviation of the raters from the average score

# Opportunities to Improve

Raters were asked to choose the top four opportunities to improve the Performance and Culture of the team from the list below. The top opportunity to improve has a weight of 4, the second has a weight of 3, the third has a weight of 2 and the fourth of 1. The score in the right-hand column is the sum of the scores.

| Bench-<br>mark | Your<br>Rank | Opportunities to Improve  | Response Frequencies |   |   |   | Total<br>Score |
|----------------|--------------|---|----------------------|---|---|---|----------------|
|                |              |   | 1                    | 2 | 3 | 4 |                |
| 8              | 1            | TEAM BUILDING: Understand each other, share our strengths and weaknesses, build self-awareness, team building exercises, understand each other's personality and work style             |                      | 1 | 2 | 4 | 24             |
| 7              | 2            | TACKLE THE DIFFICULT ISSUES: More healthy debate, challenge each other, discuss the hard issues, don't avoid conflict   | 1                    | 1 | 1 | 1 | 10             |
| 11             | 3            | CELEBRATE SUCCESSES: Celebrate achievements, more recognition and reward, recognise good performance, celebrate wins and milestones   | 4                    | 1 | 1 |   | 9              |
| 13             | 4            | REGULAR FEEDBACK: Continuous performance feedback, constructive feedback, ongoing feedback on how to do better  |                      | 1 | 2 |   | 8              |
| 6              | 5            | SET PRIORITIES: Be clear on priorities from the beginning, allocate time according to priorities, better manage competing priorities, honest discussions on priorities                  | 1                    | 1 |   | 1 | 7              |
| 3              | 6            | MORE ACCOUNTABILITY: Challenge each other constructively, correct poor behaviour, stronger KPI reviews, hold people responsible, challenge poor performers                              |                      | 1 | 1 |   | 5              |
| 4              | 7            | IMPROVE COMMUNICATIONS: Open and honest communications, keep us updated, share the big picture, share information, communicate decisions  | 1                    |   | 1 |   | 4              |
| 5              | 8            | CLEARER GOALS AND PRIORITIES: Clear priorities and KPI's, shared sense of purpose, agreed direction   |                      |   |   | 1 | 4              |
| 2              | 9            | PROCESS IMPROVEMENT: Streamline processes, standardise processes, continuous improvement, improve internal processes, consistency   |                      |   |   | 1 | 4              |
| 9              | 10           | MORE RESOURCES: Need more resources, align resources to business objectives, better resource planning, better sharing of resources  |                      | 1 |   |   | 2              |
| 1              | 11           | MORE COLLABORATION: One team approach, no silo's, less them and us, all on the same page, working together with one goal  |                      |   |   |   | 0              |
| 15             | 12           | MORE SOCIAL OCCASIONS: Social events, more time together as friends, social activity, regular social occasions  |                      |   |   |   | 0              |
| 12             | 13           | BETTER MEETINGS: Clearer agendas, improve punctuality, better attendance, not wasting time, regular meetings for catch ups  |                      |   |   |   | 0              |
| 14             | 14           | REGULAR MEETING RHYTHM: Regular business reviews, regular team meetings, stronger planning process, separate operational from strategic reviews, strategic discussions                  |                      |   |   |   | 0              |
| 10             | 15           | CLEARER ROLES AND RESPONSIBILITIES: Clarify exactly who does what, clearly define job descriptions, get people to take ownership, understanding each other's roles and responsibilities |                      |   |   |   | 0              |

# Comments

This section provides verbatim comments from all respondents in relation to the Performance and Culture of the team. You will gain the most value if you pay attention to the frequently occurring topics and suggestions. Try to view the information objectively and reconcile it with the information in the previous sections of the report.

## What would improve the PERFORMANCE of the team?

Focus on the markets, current business environment and opportunities for the organisation.

---

Having everyone up to speed about the organisation and the agendas for the future. Ensure new members of the team are appropriately briefed on history and the organisational strategy.

---

More emphasis on strategy.

---

More time for discussions. Opportunities to raise things on our minds in a more open forum.

---

Stronger focus on shareholder intent.

---

I am happy with the performance of the team generally, however my impression is there may be a lack of expertise in some areas.

---

What would improve the CULTURE of the team?

Be realistic about the balance between commitment to the organisation and the respective roles we have and other commitments. I do believe every team member is totally committed to the organisation and our goals, however we need also to consider the capacity for everyone to be able to balance their obligations against their external commitments.

Every member knowing their key strengths and being able to use to the benefit of the team overall, and awareness regarding the strengths of others.

The culture of the team is good.

More open communications by all.

By getting the agenda agreed and documented regarding deliverables. This will assist us in reviewing our performance more accurately.

All team members should give undivided attention during meetings. Too much emailing and texting during meetings. This behaviour is particularly disappointing when presentations are being delivered or individuals are speaking.

Be more proactive in examining existing positions to ensure all positives, negatives and risks are identified when making decision.

Define the cultural value of the organisation with greater clarity for all.