# Interpretative Guide (Sample Only)
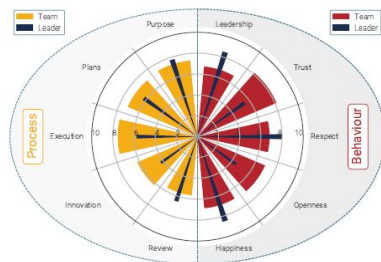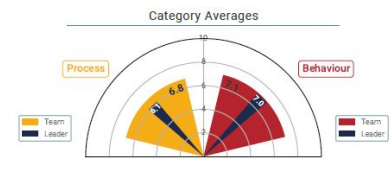
## Interpretation to Action – Suggested Next Steps

The purpose of this document is to help you understand, interpret and *act* on the valuable information that TPS will give you. It is a set of questions or areas to explore further with the team as well as suggested next steps based on our experience of working with hundreds of teams in similar situations. However, every team is different because not only is the team's situation different, but it is of course made up of unique individuals. Therefore, this document should act as a guide and not a definitive instruction.

The TPS Headline Score is a quick snapshot of the average of the scores on all 10 themes. Whilst normative data points to a score of less than 6 being a concern, it will be the more detailed analysis of each of the 10 themes that will be of most interest. Tracking the headline score on subsequent scans for your team will be a motivator.

The category average will start to narrow down where a team might be under or over performing – is it predominantly in process or behaviour? The scores relative to each other will be interesting as well as the comparison between the responses of the team's leader and the rest of the team. Significant differences here immediately highlight a different perspective.

With the full pictogram of our scan we can now start to see the scores on each of the 10 themes, keeping the distinction between the team's leader and the rest of the team. It will visually highlight the scores and identify relative strengths and areas for development. Normative data indicates scores over 7 are regarded as good and over 8 are excellent. Under 7 requires attention and under 5 a real cause for concern.

This table allows you to compare the results by theme against the previous scan's average scores. Again, it will split out the team leader's scores from the rest of the team. A % difference calculation gives you an indication of the amount of performance shift.

Once you have completed at least two scans then for each theme you will see a trend analysis comparing the most recent result against the most scores of up to the last 3 scans. Look for which way the trend is heading. Is there a blip that needs to be explored? What may have caused a significant shift?

Top 3 Team Responses
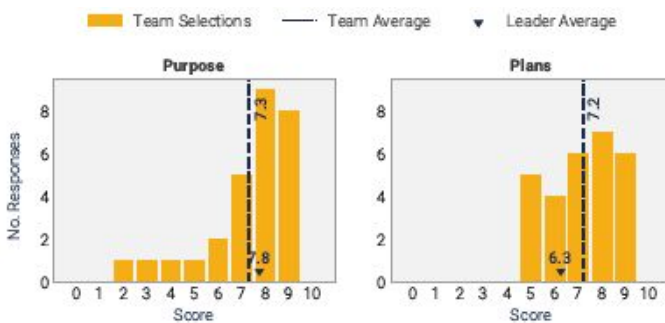
#1 (Process » Execution)

"The team is proactive in solving problems and overcoming barriers to success"

TEAM AVERAGE
8.6

LEADER
8

The next two pages will give you the top 3 question average scores and then the bottom 3 question average scores. It will tell you which category and which theme the score comes from – for instance *process* and *execution*. The graph shows the distribution of the scores (how many people responded to each score 1-10) plus the average (the dotted line) and the leader's score (blue triangle).
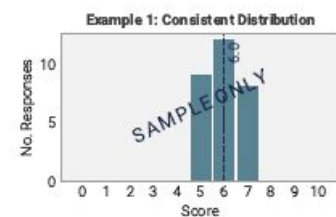
This data should highlight the three strengths for the team to continue to build on (do not forget to celebrate these) and the three areas that might need the most attention. You may feel that the low scores refer to indicators that are not important to this particular team. That may well be the case, but it may be wise to gain agreement from the whole team before dismissing them as worth attention and action.


Bottom 3 Team Responses

#38 (Process » Innovation)

"The team is creative when considering the way forward"

TEAM AVERAGE
5.6

LEADER
4


Team Selections — Team Average ▼ Leader Average

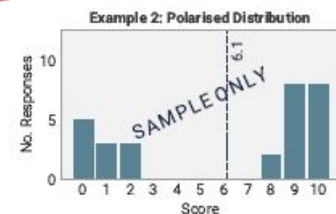Purpose 7.3 / 7.8

Plans 7.2 / 6.3

These graphs show the distribution for each TPS theme. It allows you to dig deeper into how the individuals in the team are seeing each one. The important thing here is to see if there is consistency in response or if there is a split or outliers that require further investigation. Does one person or a group see things significantly different to others? What might be causing that?

The example here demonstrates this. In example 1 we have a consistent distribution giving us a mean of about 6. Everyone in the team sees it broadly the same, including the leader.


Example 1: Consistent Distribution

SAMPLE ONLY

In Example 1, every team member has given a score of 5, 6 or 7. There is a consistent view that the team is somewhere around 6/10.

However, in example 2 we have polarised distribution indicating in this case that a significant number of people have scored it low whilst another slightly larger group have scored it high.

It is worth exploring what may be causing this. The average may be okay but there is a significant group that feel this theme or indicator is performing poorly. Is there a split in the camp or two sub-teams operating very differently? Is one group much newer and potentially feel less included? If there is an outlier be careful not to create a witch-hunt and exacerbate the problem.


Example 2: Polarised Distribution

SAMPLE ONLY

Conversely, in Example 2 there is a split in the team. Despite many team members providing positive scores, some have expressed negative sentiment.

Finally, you have all the data laid out for each of the 40 indicators. This allows you to dig deeper into all the themes and understand the distribution of scores. Don't forget that the top and bottom 3 were highlighted for you on pages 5 and 6 of the TPS report so this is a good place to start.

## Interpretation to Exploration and Action

Once you have reviewed the data and agreed the priorities you might need to address to increase performance you are ready to identify the issues in more depth. You will find below some suggested areas to explore and actions to consider. It is important these are discussed with the team's leader (if it is not you) and the team itself to gain agreement of not just the issue but commitment and accountability for the solutions.

The following thoughts and ideas refer to each indicator and are grouped together in themes. They are not meant to be exhaustive and you'll have your own ideas and sources. Our advice is to start with the 3 lowest scores so identify those numbers and head to the relevant sections.

### Process category

### Purpose

#### #1 / The team has a unifying purpose or common goal

- It is vital the team has a shared purpose that unifies collective effort. Otherwise you may not truly be a team – rather a group of individuals that might share the same manager but not the same overall goal.
- To make the most of the additional performance you'll get from being a team identify a single unifying purpose that everyone understands and can articulate. Everyone in the team should be able to answer the question: "What is the team's main goal?".
- Consider exploring your "Mission" in a team meeting and capture it concisely so people can remember it. Don't be afraid of displaying it – on your email signature, team wall or screen savers.

#### #2 / The team understands clearly why your common goal is important

- The team not only needs to understand the main goal, but it is essential everyone can also answer the question "why is it important?" so that the team can bring an additional level of commitment.
- Simon Sinek, author of "Start with Why?" would argue that this is the primary and fundamental step in creating a team. Have a look at his TED talk: https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action?language=en.
- Try to connect the "Why?" to something that people can be proud of – livelihoods or emotional benefits tend to trump hard data or profit.
- If you are part of a larger organisation, ensure that your Team Goals align and contribute to your Organisation's Goals.

**#3 /** **The team has a vision of the future that you are all collectively trying to achieve**

- A powerful way to motivate and harness the energy of a team is to explore and agree what the future will look like if you are successful in achieving your goals.
- One exercise worth considering is after exploring the Team Goal(s) or Mission and the "Why?" is to create a visual image of what this means the future would look like (typically 6-18 months' time depending on the nature of your Mission).

**#4 /** **The team understands the high-level strategy to achieve your team goals**

- The team needs confidence that there is a strategy in place to achieve the Team Goal. Everyone needs a top-level understanding of the "How?". This also helps

Please contact us to request access to the full 14-page guide!