



Prepared for:

Acme

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ExecuSmart

Better Data, Decisions, People

Version 8.0

Team Impact Builder (TIB)™

Management Team Comprehensive Assessment Report

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The TIB™ is based on the most extensive database of its kind representing more than 6,000 organizations and more than 20,000 executives within and outside of the US. Conducted by an organizational and leadership development PhD specializing in this line of complex study, nearly seventeen years of research and application has confirmed the notion that a firm's success is in great part a direct result of the top management team's capabilities and dynamics. The TIB™ can predict with a high level of reliability upwards of 75% whether success is likely to be realized for firms in various states of maturity and size, from start-ups to large corporations. The tool is of enormous value to the user in addressing the following needs:

- Precise identification by experienced *leaders and management consultants* of those top management team areas in need of attention
- Assessment of new business opportunities by *venture capitalists, private equity firms, and merger / acquisition events* in an effort to substantially minimize risk associated with investment in new portfolio companies
- Candidate selection by *search firms and search committees*
- Merger and acquisition situations in which organizational changes are dramatic and the results from shuffled management teams are unpredictable
- Formation of a new top leadership team
- Addition of a key player into an intact organization
- Discovery and/or verification of missing or substandard leadership team dynamics for more targeted and successful selection or succession planning

A key feature of the Team Impact Builder™ is the use of referent group comparisons or Benchmarks. Your executive team will be compared to one of four primary normative groups compiled from the 7,000 firm strong TIB™ database of highly successful firms, dependent upon which is most relevant to your own organization's dynamics:

- Inc 500™
- Fortune 1000™
- Significant Starts (startup companies with 5 or more employees, based in the U.S., identified using random sampling methods, and comprised of over 9,000 organizations)
- Young Growers (young companies who have grown at 30 percent plus each of five consecutive years, based in the U.S., identified using random sampling methods, and comprised of over 11,000 organizations)

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The TIB™ will also measure your organization against high performing firms within your specific industry. This analysis is reflected in a set of factors called Composition Fit Indices and is one of the unique and decidedly powerful aspects of the TIB™ in its abilities to benchmark relative to your own market environment.

The Team Impact Builder™ Executive Team Group Dynamics Model

The TIB™ centers around a four-step model:

Step 1: Antecedent Variables

- Composition Variables
- Context Variables
- CEO/Presidential Leadership Style
- Organizational Structure Surrounding Norms and Pay Dispersion

Step 2: Intermediary Process

- Politics
- Relationship Conflict
- Idea Conflict

Step 3: Group Dynamic Outcomes

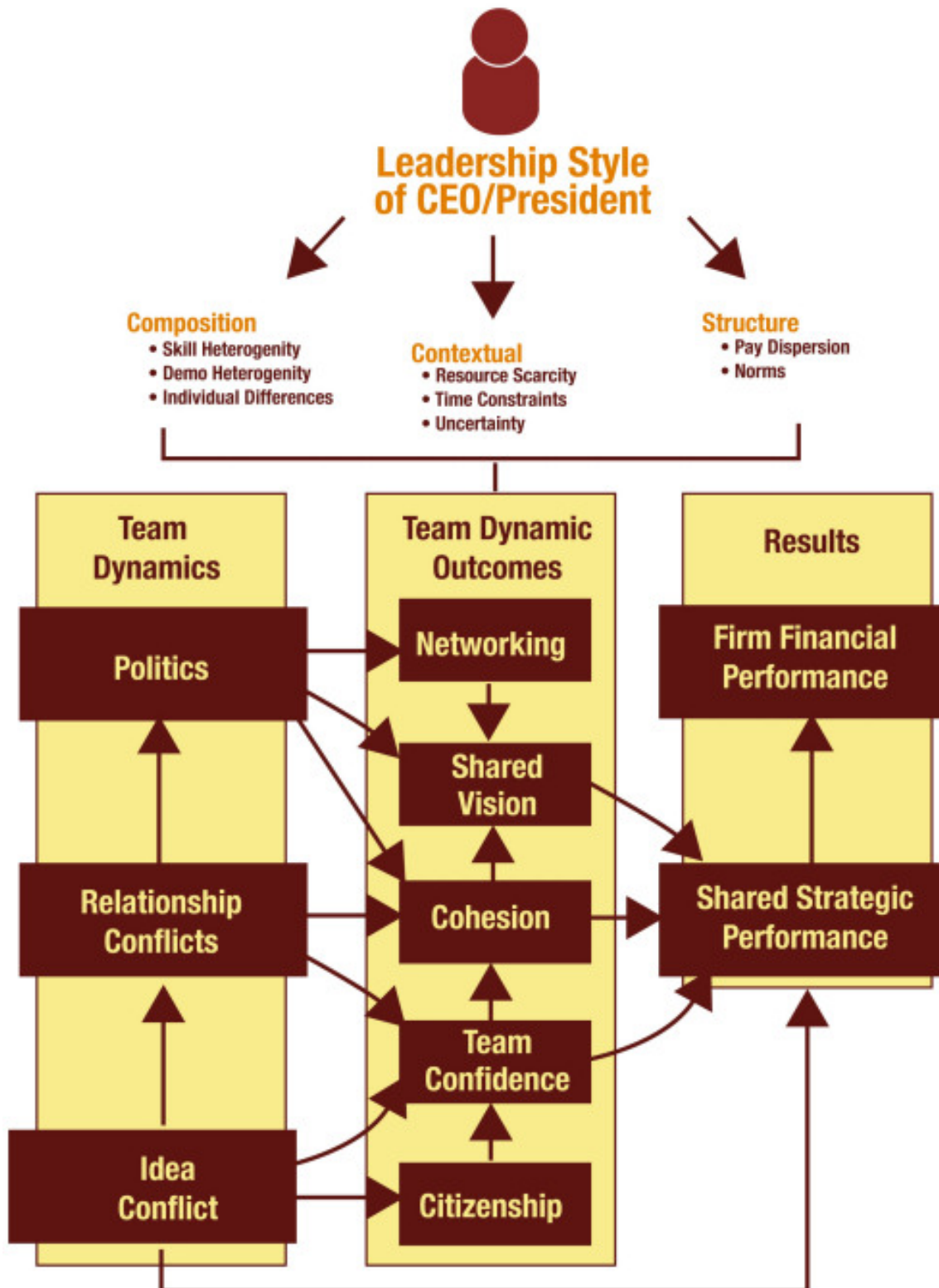
- Networking
- Shared Vision
- Cohesion
- Team Confidence
- Citizenship

Step 4: Group Output

- Shared Strategic Cognition
- Firm Financial Performance

Your firm's TIB™ report is generated from the algorithmic analysis of these key model components. For more information about the Model, please refer to the TIB™ Coaching Guide.

Model of Group Dynamics in Executive Teams



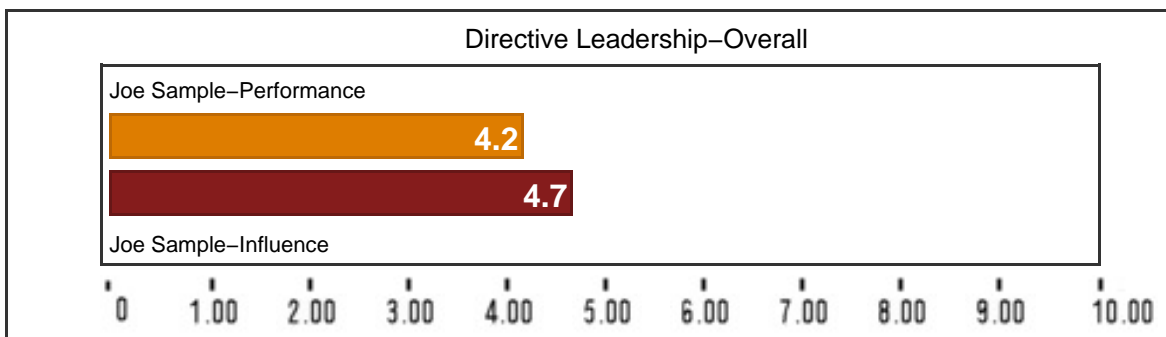
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Directive Leadership

Definitions and Output:

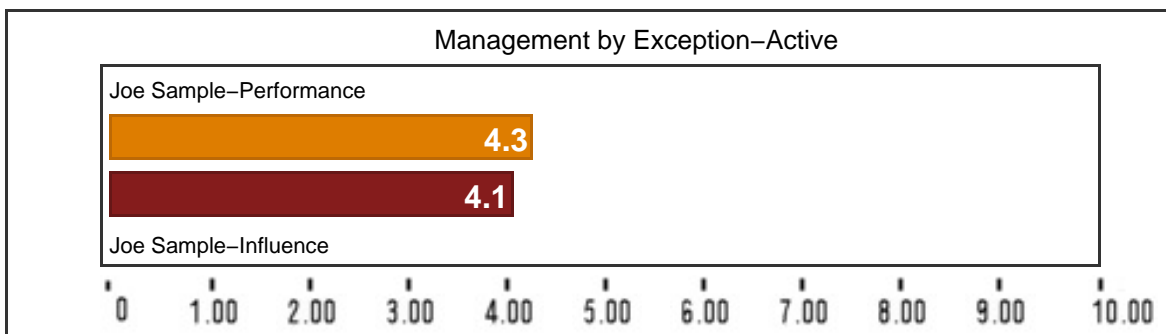
Directive Leadership: This is an overall measure for directive leadership which encompasses the ability to give direct orders and commands, set goals, manage by exception actively, manage by exception passively, create working boundaries for subordinates, and reprimand underperformance.

This Leader tends to use the amount of Directive Leadership needed for their Group of Subordinates.



Management by Exception Active Form: This Leader Behavior is characterized by a Leader who is actively engaged in constant feedback and correction of subordinates on an ongoing basis. This form of MBE allows Leaders to positively engage subordinates on key issues in a subordinate's performance.

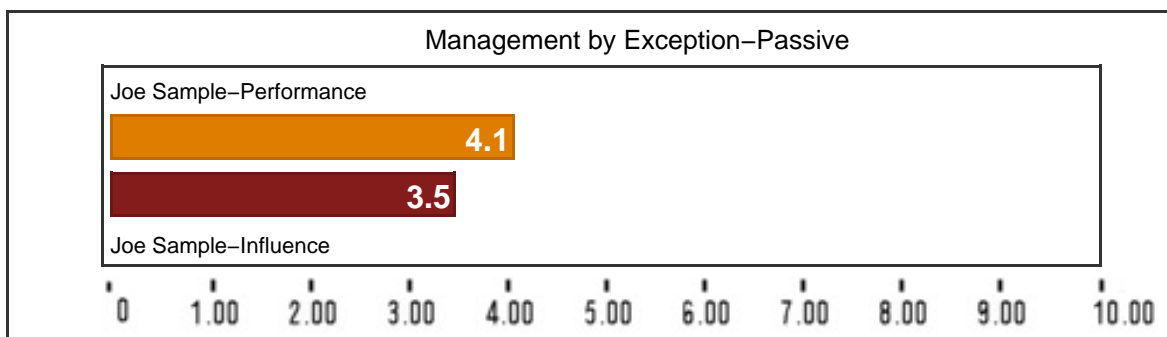
This Leader tends to be actively engaged with their followers and recognizes the proper balance between the leader's need to actively engage in feedback to followers and too much or too little feedback.



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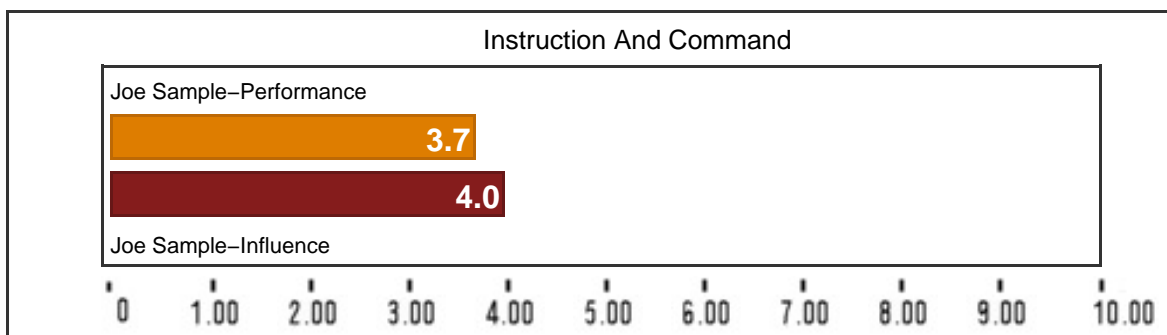
Management by Exception Passive Form: This Leader Behavior is characterized by a Leader who waits until there are significant performance issues before acting to correct the behaviors of their subordinates.

This Leader reacts to failure in the way that this group of subordinate(s) needs. They do not overreact or under-react to failure or errors.



Instruction and Command: This Leader Behavior is characterized by a Leader who effectively gives subordinates direct Instructions and Commands them to action.

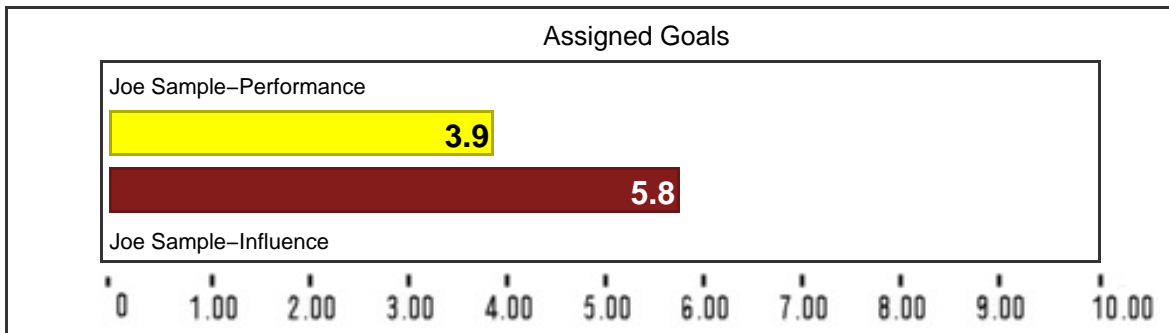
This Leader is giving the appropriate level of direction, commands, and specific instructions to their followers.



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Assigned Goals: This Leader Behavior is characterized by a Leader who Assigns Goals to Subordinates.

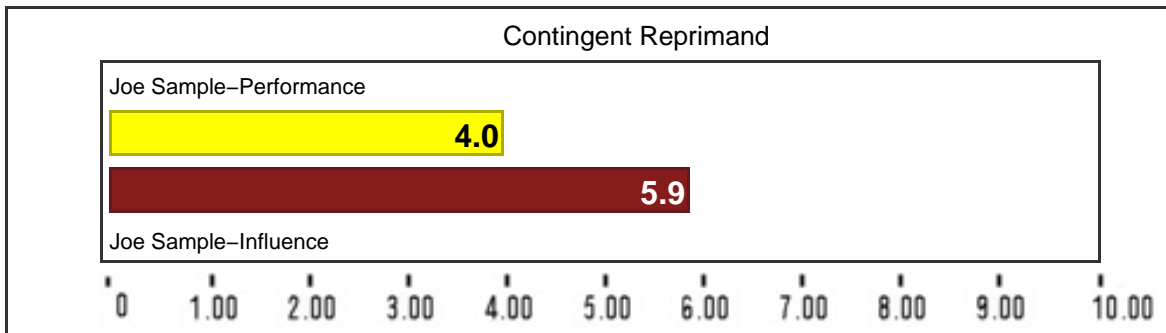
This Leader tends to create fewer goals and gives less goal guidance than this set of followers needs.



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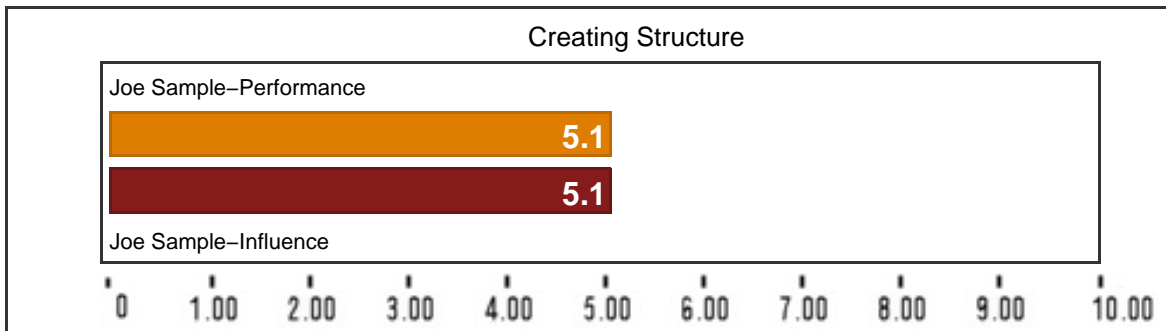
Contingent Reprimand: This Leader Behavior is characterized by a Leader who corrects or reprimands their subordinates when they do something wrong.

This Leader tends not to correct their followers as much as the followers actually need. Consequently, this set of followers will want more correction of mistakes than they are receiving from their leader.



Creating Structure: This Leader Behavior is characterized by a Leader who sets operational rules and boundaries for subordinates. They create a clear set of heuristics for subordinates.

This Leader creates the correct level of bounds, norms, and rules within which their followers can operate.



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Presented below are Summary Tables of the findings for Directive Leadership. The first column of data, Leadership Influence Rating, is the amount of leadership behavior that is felt to be adequate. The second column of data, Leadership Performance Rating is the amount of leadership behavior actually received by the subordinates. The Fortune 1000 Rating has been included for comparison purposes. The column labeled GAP Index shows the difference between the Performance and Influence Ratings.

Directive Leadership Self Ratings	Leadership Influence Rating	Leadership Performance Rating	Fortune 1000 Rating	GAP Index
Directive Leadership	5.08	4.65	6.24	-.44
● Management by Exception–Active	5.50	4.00	6.91	-1.50
● Management by Exception–Passive	2.50	3.50	5.77	1.00
● Instruction and Command	4.00	4.38	5.34	.38
● Assigned Goals	7.00	5.00	6.82	-2.00
● Contingent Reprimand	6.50	5.50	7.01	-1.00
● Structure	5.00	5.50	8.37	.50

Directive Leadership Subordinate Ratings	Leadership Influence Rating	Leadership Performance Rating	Fortune 1000 Rating	GAP Index	Reliability Index
Directive Leadership	4.74	4.17	6.24	-.57	.75
● Management by Exception–Active	4.07	4.32	6.91	.25	.64
● Management by Exception–Passive	3.50	4.11	5.77	.61	.62
● Instruction and Command	4.03	3.65	5.34	-.38	.59
● Assigned Goals	5.82	3.86	6.82	-1.96	.59
● Contingent Reprimand	5.93	4.00	7.01	-1.93	.63
● Structure	5.07	5.07	8.37	0	.71

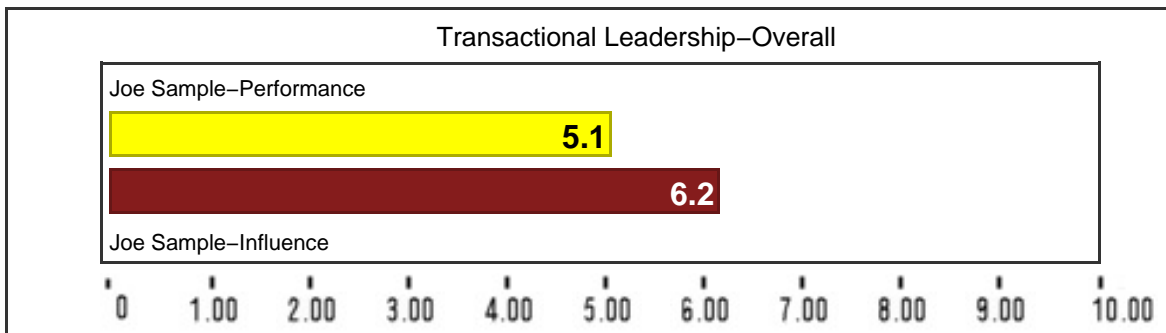
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Transactional Leadership

Definitions and Output:

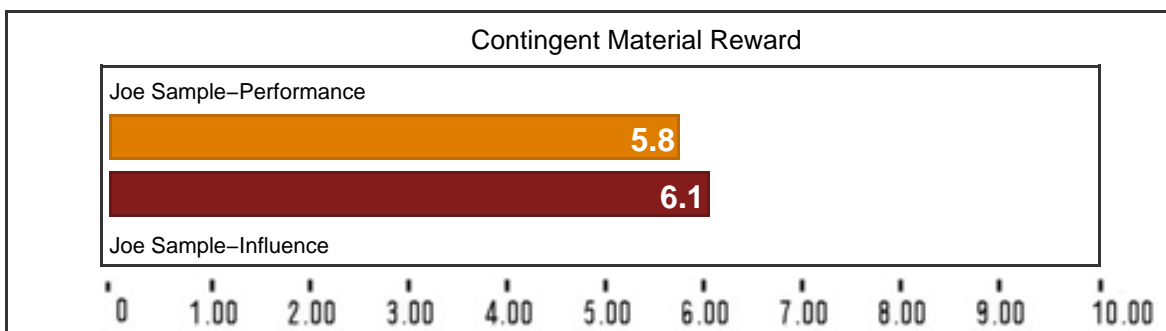
Transactional Leadership: This is an overall measure for transactional leadership which encompasses the leader using rewards, both material and personal, to motivate employees to comply or be influenced. This includes the use of salary or other monetary or material rewards that encourage the subordinates to comply with needed directives and development activities.

This Leader tends not to use Transactional Leadership often enough. Their followers will tend to want more rewards for their accomplishment either by material rewards such as salary or personal rewards such as complements or encouragement.



Contingent Material Reward: This Leader Behavior is characterized by the utilization of material rewards such as cash, power, salary, or benefits in exchange for acting in a particular way or completing a particular request.

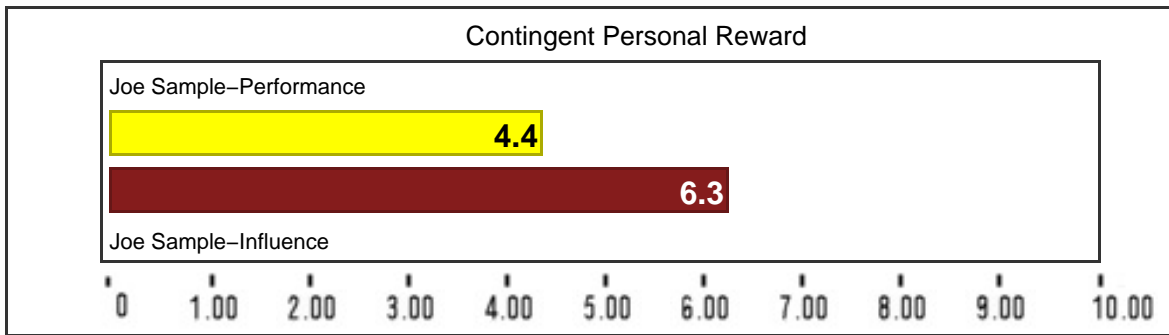
This Leader uses the correct level of material rewards to motivate subordinates.



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Contingent Personal Reward: This Leader Behavior is characterized by the utilization of personal rewards such as complements, pats on the back, or other efforts to give personal recognition for positive performance and completion of certain tasks.

This Leader tends not to use personal rewards as often enough to sufficiently motivate their followers.



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Presented below are Summary Tables of the findings for Transactional Leadership. The first column of data, Leadership Influence Rating, is the amount of leadership behavior that is felt to be adequate. The second column of data, Leadership Performance Rating is the amount of leadership behavior actually received by the subordinates. The Fortune 1000 Rating has been included for comparison purposes. The GAP Index shows the difference between the Performance and Influence Ratings.

Transactional Leadership Self Ratings	Leadership Influence Rating	Leadership Performance Rating	Fortune 1000 Rating	GAP Index
Transactional Leadership	7.00	6.75	9.25	-.25
Contingent Material Reward	7.00	7.00	7.70	0
Contingent Personal Reward	2.50	3.50	8.91	1.00

Transactional Leadership Subordinate Ratings	Leadership Influence Rating	Leadership Performance Rating	Fortune 1000 Rating	GAP Index	Reliability Index
Transactional Leadership	6.23	5.11	9.25	-1.13	.67
Contingent Material Reward	6.14	5.82	7.70	-.32	.55
Contingent Personal Reward	6.32	4.39	8.91	-1.93	.74

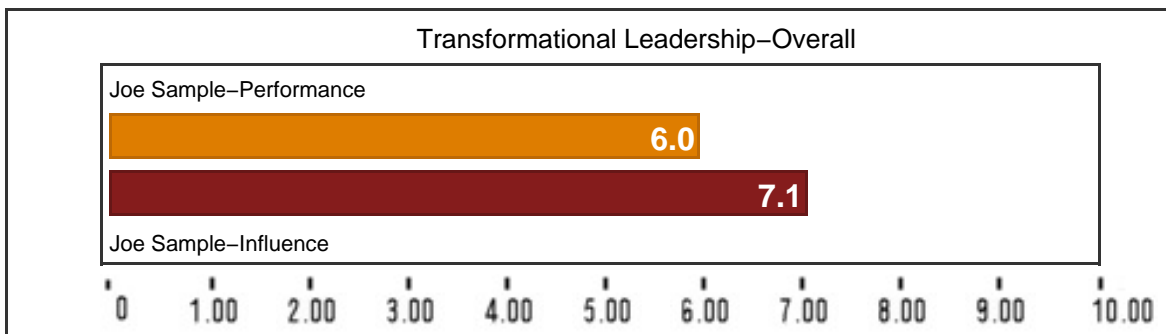
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Transformational Leadership

Definitions and Output:

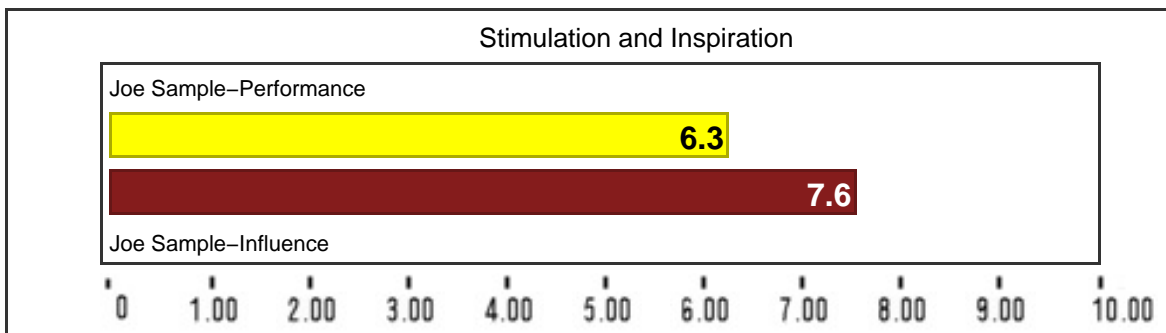
Transformational Leadership: This is an overall measure for transformation leadership which measures the use of leader behaviors that work cooperatively with subordinates to facilitate the accomplishment of goals. Problems are identified by supervisors and cooperatively solved by leaders and followers.

This Leader tends to use Transformational Leader behaviors in a way that fits with their followers needs. They will be effective at motivating others using stimulation, inspiration, and vision.



Stimulation and Inspiration: This Leader Behavior is characterized by the ability to Stimulate thinking in subordinates and Inspire subordinates to accomplish tasks and rise above their current capabilities.

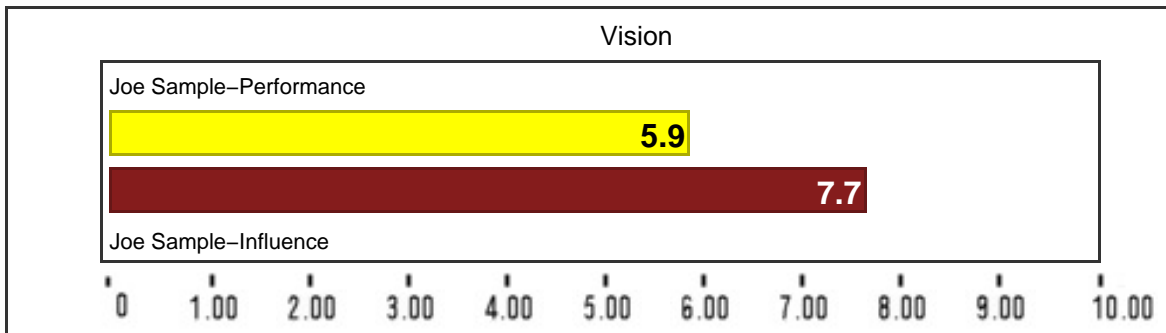
This Leader tends to be less stimulating or inspiring to followers than they need to feel motivated.



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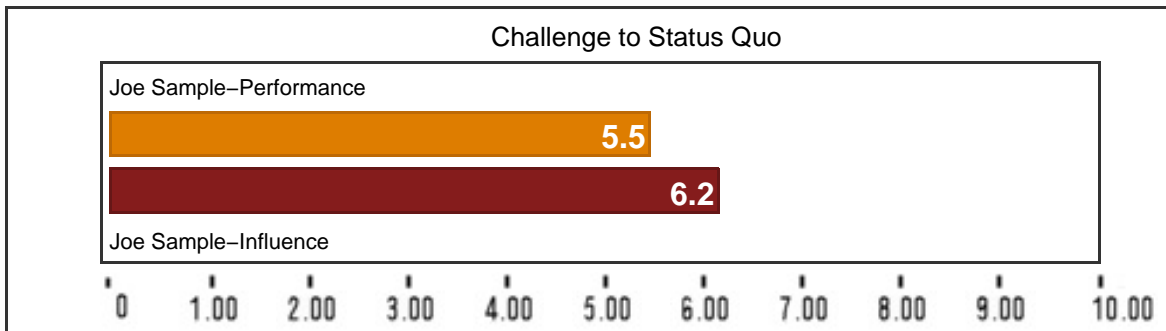
Vision: This Leader Behavior is characterized by the ability to "see what is not there" or to envision what the future organization can be.

This Leader appears to followers to be too matter-of-fact and unable to "see what is not there." They will tend to lack the necessary level of vision for their role.



Challenge to Status Quo: This Leader Behavior is characterized by the willingness of the Leader to challenge the standard, or that which is acceptable to them and the group.

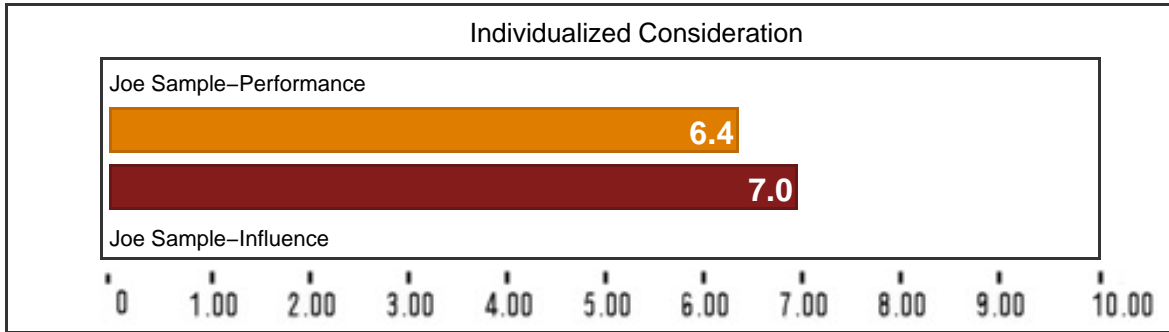
This Leader tends to challenge the standard sufficiently to keep their followers motivated.



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Individualized Consideration: This Leader Behavior is characterized by the ability of a leader to make subordinates feel as though they are important and valuable.

This Leader tends to be capable at making followers feel valuable and important and therefore motivated to accomplish their tasks.



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Presented below are Summary Tables of the findings for Transformational Leadership. For your convenience we have included the Overall Ratings, Self Ratings, Subordinate Ratings, and Supervisor/Peer Ratings. The first column of data, Leadership Influence Rating, is the amount of leadership behavior that is felt to be adequate. The second column of data, Leadership Performance Rating is the amount of leadership behavior actually received by the subordinates. The Fortune 1000 Rating is the amount of leadership behavior actually received by the subordinates. The Fortune 1000 Rating has been included for comparison purposes. The column labeled GAP Index shows the difference between the Performance and Influence Ratings.

Transformational Leadership Self Ratings	Leadership Influence Rating	Leadership Performance Rating	Fortune 1000 Rating	GAP Index
Transformational Leadership	8.09	7.09	8.64	-1.00
● Stimulation and Inspiration	8.50	6.25	8.53	-2.25
● Vision	9.50	8.50	8.27	-1.00
● Challenge to Status Quo	6.25	6.25	7.81	0
● Individualized Consideration	8.13	7.38	9.01	-.75

Transformational Leadership Subordinate Ratings	Leadership Influence Rating	Leadership Performance Rating	Fortune 1000 Rating	GAP Index	Reliability Index
Transformational Leadership	7.12	6.00	8.64	-1.12	.69
● Stimulation & Inspiration	7.59	6.25	8.53	-1.34	.64
● Vision	7.71	5.89	8.27	-1.82	.64
● Challenge to Status Quo	6.20	5.50	7.81	-.70	.69
● Individualized Consideration	6.97	6.36	9.01	-.62	.70

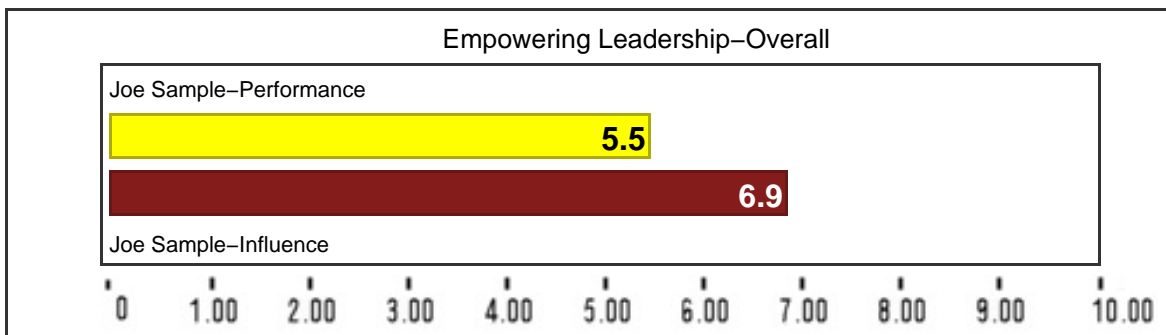
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Empowering Leadership

Definitions and Output:

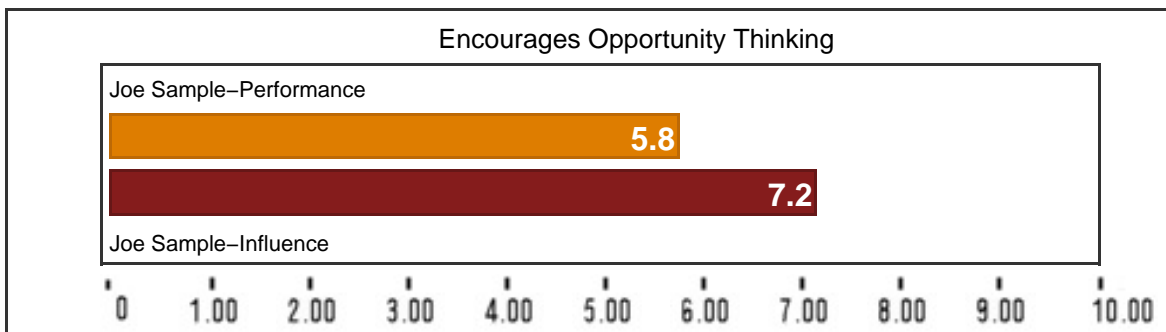
Empowering Leadership: This is an overall measure for empowering leadership which measures the use of leader behaviors that enable followers to independently identify problems, develop solutions, apply resources, and execute solutions. Empowering leadership is the focus on transferring the ability to identify and solve problems to followers.

This person tends not to empower their followers as much as they should. They fail to encourage the kind of teamwork, self leadership, and co-developed goal setting that makes their followers comfortable.



Encourages Opportunity Thinking: This Leader Behavior is characterized by efforts to encourage subordinates to seek and evaluate other possible opportunities.

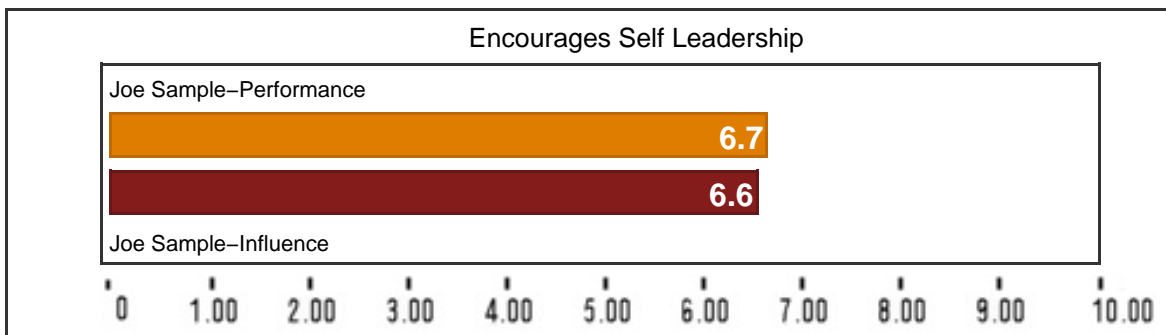
This Leader encourages followers to think about opportunities as often as they should.



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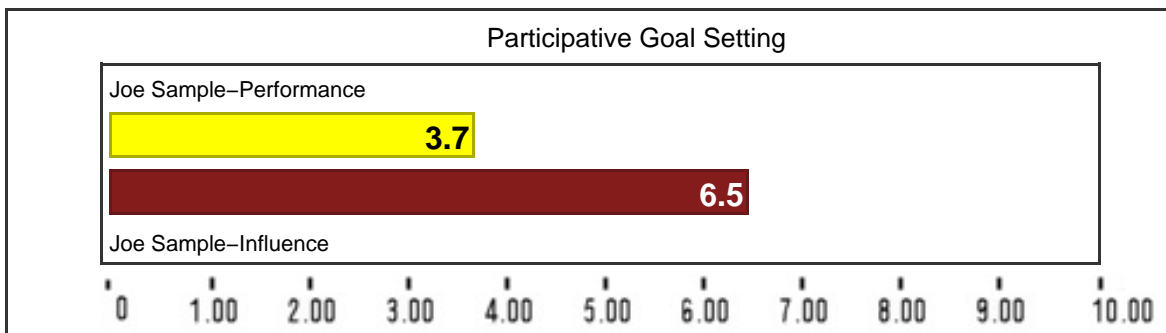
Encourages Self Leadership: This Leader Behavior is characterized by efforts to encourage subordinates to lead themselves, make their own decisions, and motivate themselves to be what they should be.

This Leader tends to encourage followers to engage in self-leadership often enough to empower them to act and to motivate them to lead others and themselves.



Participative Goal Setting: This Leader Behavior is characterized by joint efforts between leader and subordinate to develop goals that they believe are correct, challenging, and achievable.

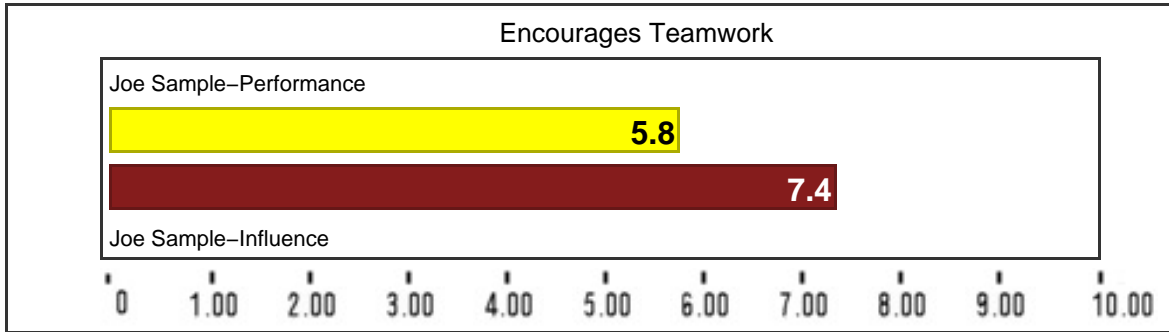
This Leader tends not to engage with subordinates in joint efforts to set goals. They either set the goals themselves for the followers, or they fail to set the goals at all.



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Encourages Teamwork: This Leader Behavior is characterized by efforts on the part of the leader to encourage their subordinate to work as a team.

This Leader does not encourage their subordinates sufficiently to work as a team. This may even be seen as discouraging teamwork at times.



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Presented below are Summary Tables of the findings for Empowering Leadership. For your convenience we have included the Overall Ratings, Self Ratings, Subordinate Ratings, and Supervisor/Peer Ratings. The first column of data, Leadership Influence Rating, is the amount of leadership behavior that is felt to be adequate. The second column of data, Leadership Performance Rating is the amount of leadership behavior actually received by the subordinates. The Fortune 1000 Rating has been included for comparison purposes. The column labeled GAP Index shows the difference between the Performance and Influence Ratings.

Empowering Leadership Self Ratings	Leadership Influence Rating	Leadership Performance Rating	Fortune 1000 Rating	GAP Index
Empowering Leadership	8.38	7.69	8.25	-.69
● Encourages Opportunity Thinking	8.00	7.50	7.41	-.50
● Encourages Self Leadership	8.50	7.00	8.79	-1.50
● Participative Goal Setting	8.50	7.75	8.44	-.75
● Encourages Teamwork	8.50	8.50	8.01	0

Empowering Leadership Subordinate Ratings	Leadership Influence Rating	Leadership Performance Rating	Fortune 1000 Rating	GAP Index	Reliability Index
Empowering Leadership	6.91	5.49	8.25	-1.42	.68
● Encourages Opportunity Thinking	7.18	5.79	7.41	-1.39	.61
● Encourages Self Leadership	6.57	6.65	8.79	.08	.61
● Participative Goal Setting	6.52	3.73	8.44	-2.79	.55
● Encourages Teamwork	7.36	5.79	8.01	-1.57	.69

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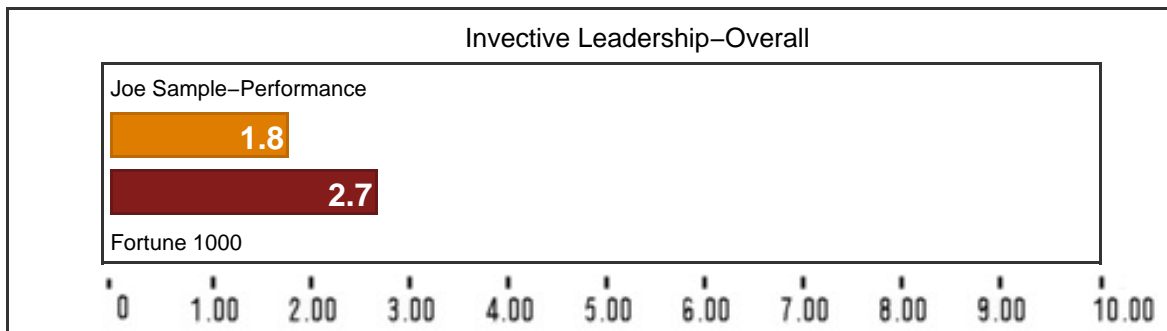
Invective Leadership and Subordinate Resistance

This section is designed to provide the Leaders with additional contextual data related to their use of certain derogatory leadership behaviors and resistance tactics utilized by their subordinates. Participants were asked how often a particular behavior by the Leader or response from the participant was actually used. Given this format, a comparison between the performance and influence score is not applicable. Presented below are the Leader's performance scores compared with Fortune 1000 benchmark.

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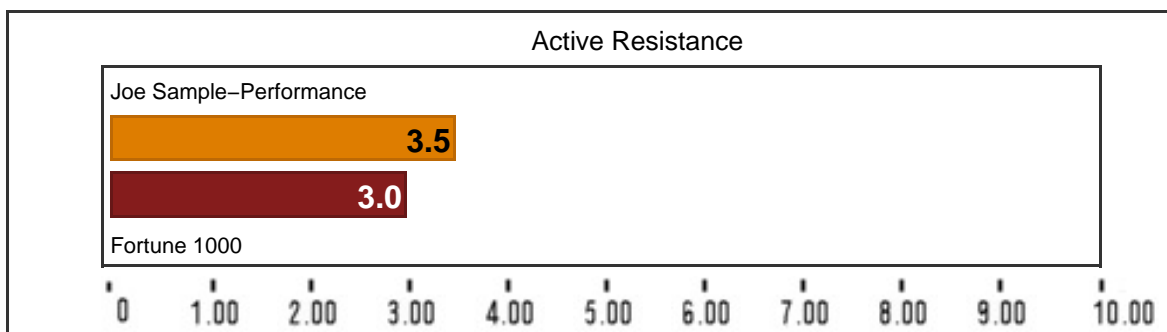
Invective Leadership: The use of deleterious, irritating, and degrading approaches to influencing subordinates.

This individual does not use Invective Leadership often and will tend to refrain from difficult or negative tactics to attempt to influence others.



Active Resistance: A willingness on the part of followers to "say no" to their leader and refuse to do the requested task or tasks.

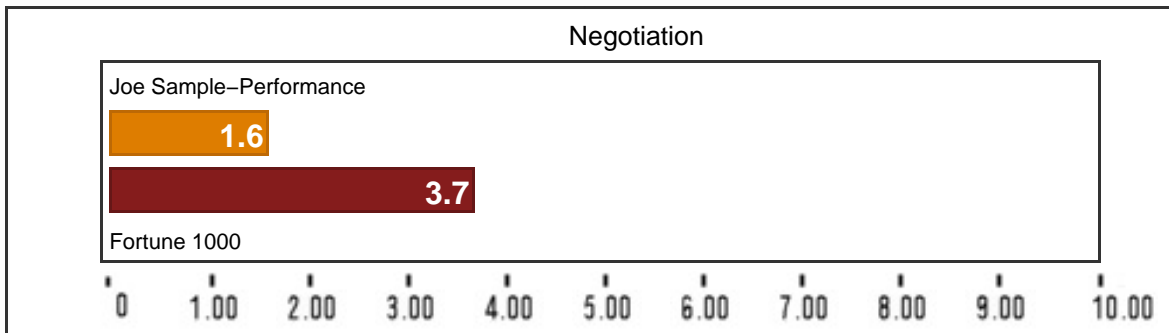
This level of resistance by followers indicates that this Leader's followers use active resistance in some cases but not always. There are certain tasks or requests that they simply refuse to do.



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Negotiation: An attempt by followers to negotiate a different task from their Leader than the originally requested task(s).

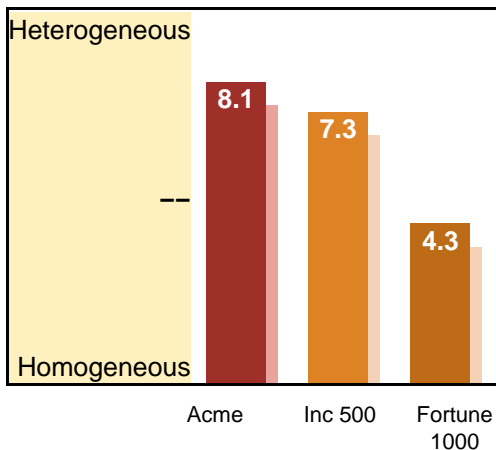
This level of Negotiated Resistance tends to mean that followers of this Leader tend not to try to alter the assigned task by negotiating with the Leader.



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Team Composition

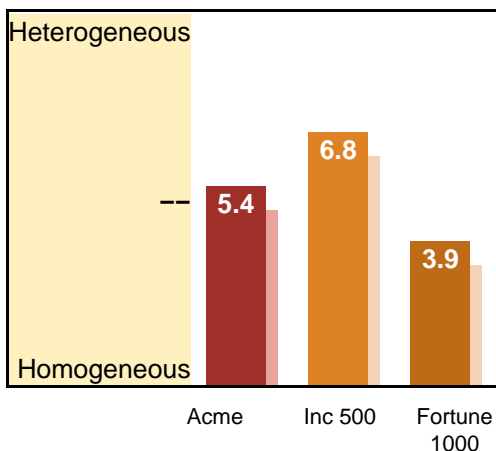
Research has linked five key factors of team heterogeneity to the financial performance of a firm: functional diversity, industry experience, educational breadth, managerial skills mix, and cognition. Analysis and attention to these five variables often results in revenue growth, firm profitability, and higher financial returns. Generally, it is desirable for teams to show higher levels of heterogeneity since higher scores are strongly correlated with successful and growing firms. However, there are certain spheres in which modified results may be advantageous. While there are situations in which human capital is needed to round out heterogeneity, there are social integration issues that are sure to follow. Your coach will work with you to interpret and integrate your own team's results.



Functional Heterogeneity

What does this mean? Describes the range of functional experience among members of the top management team.

Why is this important? Having an eclectic blending of functional experiences tends to allow top management teams to more successfully and quickly recognize and manage changing states within their business environment, particularly in reference to opportunities and threats. Comparing your organization's heterogeneity to your referent group can help you understand the level of functional heterogeneity necessary to perform at a high level.



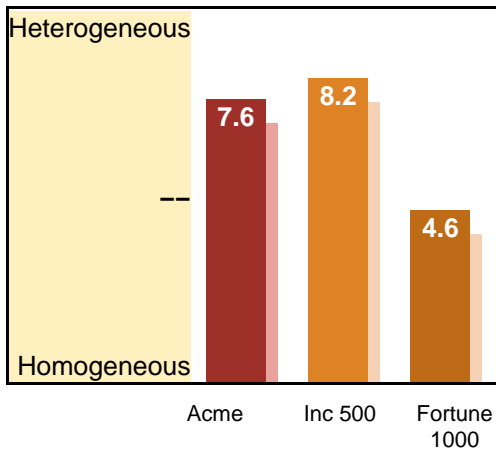
Industry Experience Heterogeneity

What does this mean? Lends perspective from various industries to total team performance. Often teams with experiences solely or in great part derived from their own industry fail to detect alternative solutions to problems or challenges, solutions that may readily come to mind in other market environments.

Why is this important? The extent to which your team has higher or lower levels of heterogeneity compared to the referent group can mean the difference between recognizing innovative solutions or new technological applications, and losing market share to your competition.

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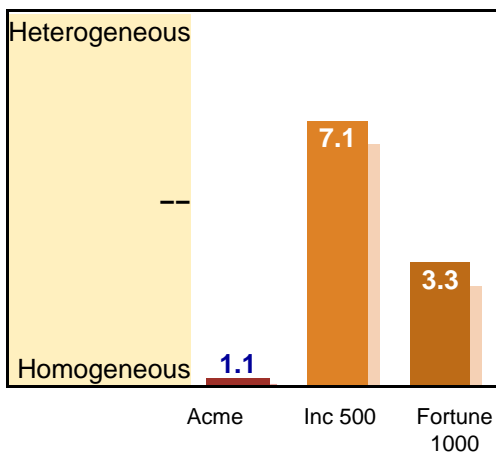
Team Composition (cont'd)



Educational Heterogeneity

What does this mean? Entails the extent to which the educational backgrounds of team members are similar or diverse.

Why is this important? A sundry of academic and professional training helps the team to gain perspective on new competitive threats, fresh technologies, and shifts in market preferences.



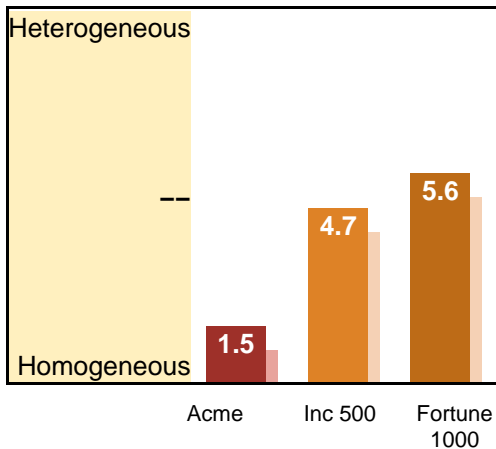
Management Skill Heterogeneity

What does this mean? Aggregates the representation of project management, administrative, motivational, entrepreneurial, and networking skill sets within the TMT. In a changing environment, one would expect a broader managerial skills mix to lead to higher levels of firm performance and financial accomplishment.

Why is this important? As organizations become leaner and more efficient, these factors become increasingly predictive of whole firm responsiveness and ultimate financial performance.

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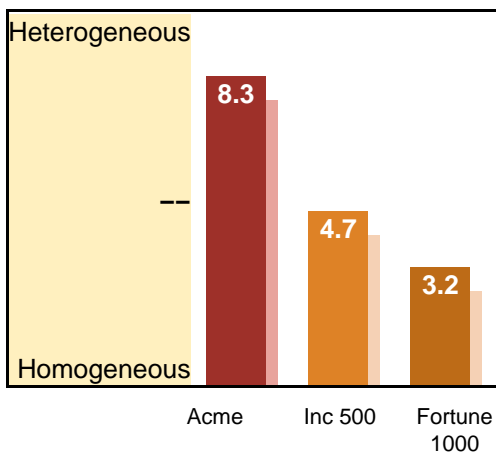
Team Composition (cont'd)



Cognitive Heterogeneity

What does this mean? Literally a measure of the extent to which the group's mental horsepower produces the most powerful market tool. Broken down, this evaluation consists of four elements: central tendencies of behavioral preferences, general intelligence, risk propensities, and positivism.

Why is this important? Predicting how quickly the top management team will intellectually mature and integrate will aid in foreseeing success in managing technological, market, and industrial challenges.



Urban/Rural Heterogeneity

What does this mean? Urban/Rural Heterogeneity is the level of similarity of backgrounds between team members in regard to their overall rural or urban value system. The difference between team members in their upbringing either in an urban or rural environment has been found in research to directly impact the overall functioning of the team. This is one of the key differences that exists between team members.

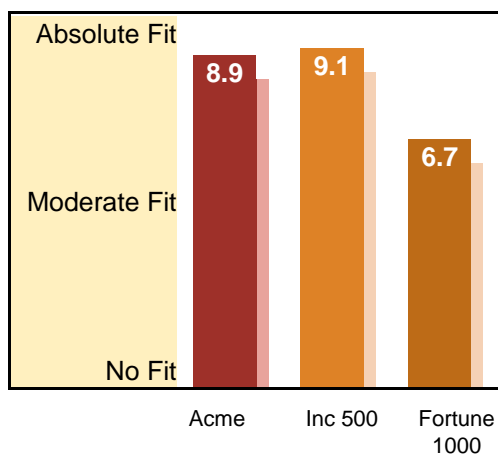
Why is this important? The strong relationship between team members' urban/rural backgrounds and their overall value systems is a critical indicator of how well the team will integrate and/or be able to deal well with the challenges that the team faces. It is imperative to understand true differences in value systems because of the impact they have on the functioning of the team.

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Team Composition Fit Indices

This section outlines the extent to which the current management team's level of heterogeneity "fits" with the rate of change and uncertainty that exists in its primary industry. This is distinct from the first section of "Team Composition" in that the context of your organization's industry is now overlaid. Other key factors also contribute to the fit indices, specifically, rates and degree of change within your industry, competitive rivalry, and overall complexity of the market environment.

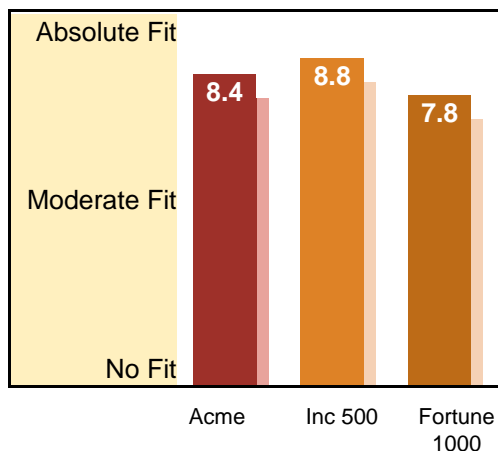
Each fit index details the extent to which necessary human capital exists in order to respond to expected and unforeseeable changes in the environment. While teams may be comfortable with the current state and resistant to analysis and modification, the inevitable crises that arise from changes in the marketplace or competitive landscape make obvious weak spots in the team's dynamics and financial loss is the outcome. The comparative Benchmarks indicate the extent to which the firms your firm has achieved fit on a particular dimension. *A score of 0 can be interpreted as "no fit" between your team's human capital and state of the industry, while a score of 10 indicates a perfect fit.*



Functional Heterogeneity Fit

What does this mean? This is a measure of the extent to which your firm has developed the kind of functionally diverse team best able to negotiate the current state of your industry.

Why is this important? Scoring higher on this dimension is powerful since it usually indicates higher fit with your firm's industry.



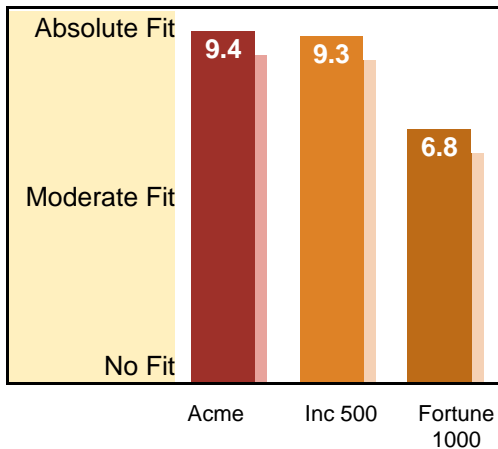
Industry Experience Heterogeneity Fit

What does this mean? This index integrates the TMT's range of professional experience with what is required to be a financial success given the rate of uncertainty and change in the firm's industry. Varying industry experiences tend to allow top management teams to understand and respond to industry changes more easily.

Why is this important? A higher score indicates a closer fit between executive team functional heterogeneity and the industry.

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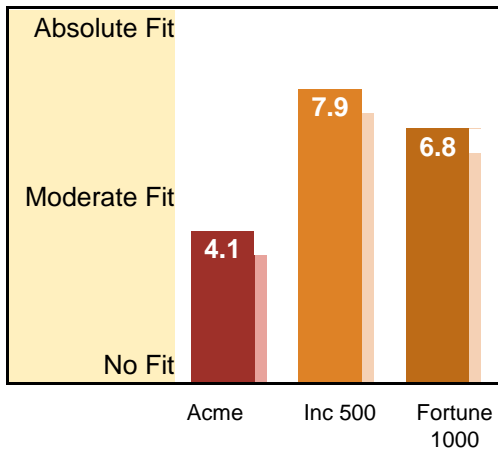
Team Composition Fit Indices (cont'd)



Educational Heterogeneity Fit:

What does this mean? This index considers the extent to which the firm has hired key executives with a diversity of educational background aimed at managing industrial dynamism and uncertainty.

Why is this important? Scoring higher on this dimension means that your firm has achieved better fit with your industry.



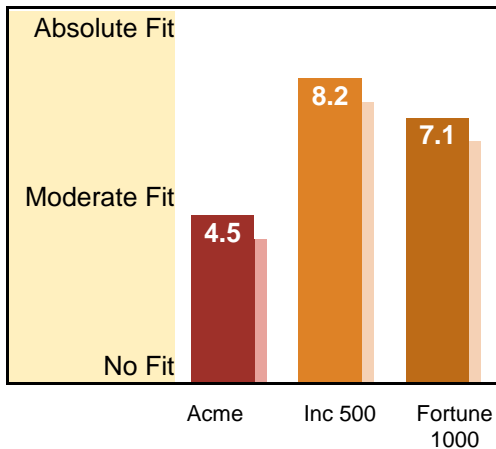
Management Skill Mix Fit

What does this mean? This index measures the level of administrative skills, leadership and motivation skills, entrepreneurial skills, opportunity thinking skills, and networking skills represented on the executive team.

Why is this important? In a changing environment, one would expect that a broader managerial skills mix would enhance firm performance. However, if there is little change in your industry or market then this factor carries less significance.

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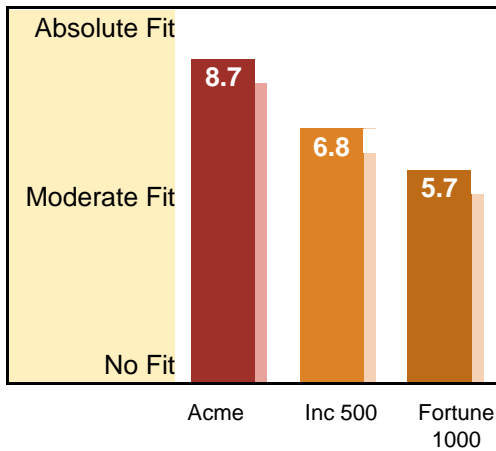
Team Composition Fit Indices (cont'd)



Cognitive Heterogeneity Fit

What does this mean? This measure considers the extent to which the group's combined 'mental horsepower' is creating the most potent market tool, and comprises four elements: central tendencies of behavioral preferences, general intelligence, general level of fear as psychologically defined, and positivism.

Why is this important? Generally, the closer you are to your industry group's score on the index, the more financial wins your organization can expect to experience over time.



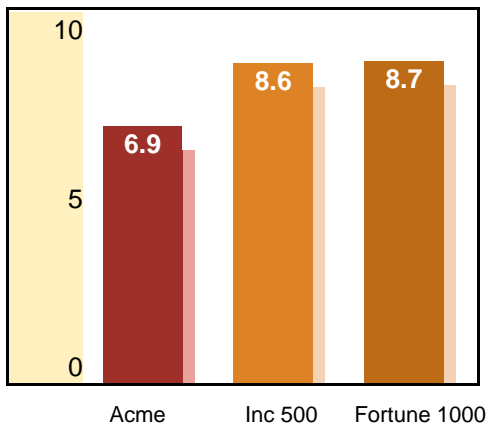
Urban/Rural Heterogeneity Fit

What does this mean? This metric helps us understand the extent to which there are differences or similarities enough between team members on one of the most basic building blocks of a team member's value system. The rate of change in the external environment requires a certain amount of difference in capability. The level of similarity between team members helps the team understand the challenges and difficulties that tend to exist in the external environment. Teams with a higher level of differences among the members on the urban/rural metric are likely to indicate that the team is better prepared for a changing environment.

Why is this important? A person's background is likely to indicate a great deal about their value system; notably, an urban or rural background is likely to create significant challenges either in creating integration among team members or with understanding a complex changing environment. This metric is important because it tells you clearly whether there is alignment between the amount of similarity between the team members on their backgrounds being either urban or rural and the rate of change in the external environment.

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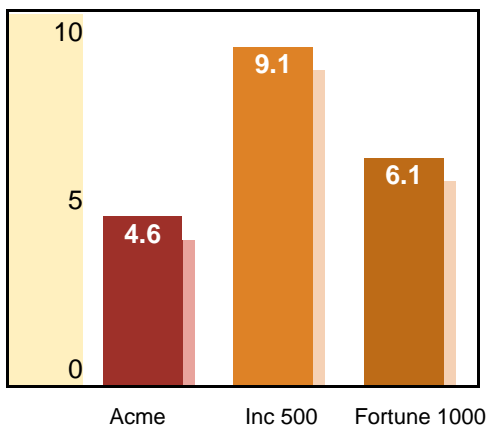
Conflict Management Managing the "Paradox of Conflict" is one of the most important aspects of working as a team. Great teams certainly have conflict, but the vast majority of the conflict should be Task Conflict, which is conflict of ideas and alternative solutions. The challenge for most teams is that they must have open intellectual discussions that drive intellectual honesty but manage the level of Relationship Conflict between team members. The critical task is to manage the level of Task Conflict up while simultaneously managing the level of Relationship Conflict down. Discussions should be focused on critical tasks without driving the level of contention between team members.



Relationship Conflict

What does this mean? Interpersonal conflict speaks to the state of personality opposition and emotional difficulties inherent and acted out either overtly or covertly within the TMT. This kind of conflict manifests itself in emotional outbursts, unconcealed feelings of anger, and general tension and is especially corrosive to the team and often the most challenging to manage.

Findings for this team: This team is likely to have significant difficulty managing Relationship Conflict. This tends to drive important dysfunction in regards to decision making and impair the ability of the team to use Task Conflict to solve key challenges, resolve problems, and make complex strategic decisions.



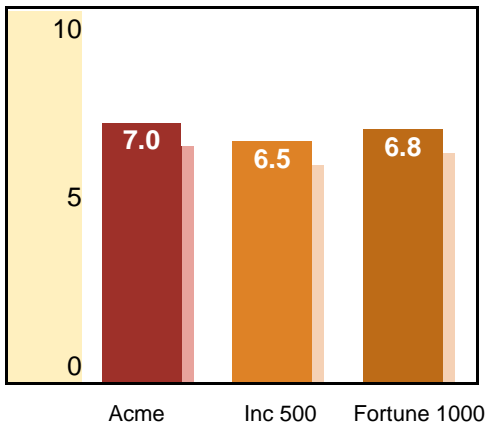
Task Conflict

What does this mean? Relates to the degree of discussion and disagreement surrounding strategic decision alternatives facing the firm. This kind of conflict is necessary and healthy when carefully managed and kept focused on issues at hand, and not extended to personal relationships in the form of relationship conflict. This factor lies at the core of developing strategic decisions and well-processed resolutions.

Findings for this team: This team is likely closed to intellectual exchange. They are likely to avoid talking to each other about key problems that the team and the organization are facing. The team is likely not to consider alternative solutions when making key decisions, have strong question based discussions in the process of making these decisions, or have an open flow of key information. This lack of open intellectual exchange and discussion is likely to create a significant challenge for the team and the organization. The drag created by the lack of such open intellectual exchange is likely quite high.

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Team Communication: Team communication is the extent to which all forms of communications between team members are both accurate and open. Team communication helps us understand the extent to which team communications work and how open and free those communications happen to be. This is a key indicator of the outcome of other key variables like trust, team politics, and team justice



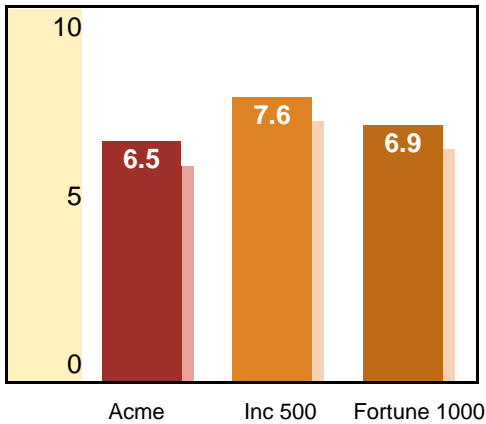
Team Communication

What does this mean? Team Communication is the extent to which information is accurate and free flowing, and the extent to which the communications between team members reflects the state of things and the extent to which the team has an open communication flow where information is easily passed between team members.

Findings for this team: This team will have one or more significant challenges with communication. It is likely that both the accuracy and the openness of communications at the team level are impaired. This impairment is likely to cause significant challenges with the ability of the team to effectively manage conflict and build social capital and trust.

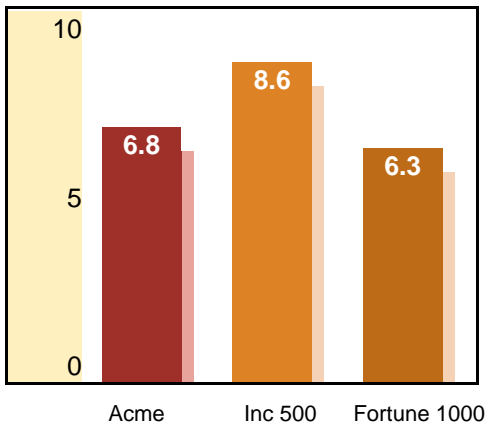
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Team Justice, Team Trust, and Team Politics: One of the most crucial issues that face executive and managerial teams is the willingness of individual team members to trust their fellow team members. Trust is the foundation of good decision making. Without trust, there are almost always adverse issues with other aspects of team decision making. Trust is the foundation of each individual team member being able to offer their intellectually honest opinions to the entire team. Team Justice is the perception that the processes by which decisions are made are fair; it is literally the culture of fairness that exists in the team. Team politics is the extent to which the team's political activities are focused on doing good things for the enterprise rather than doing "good" for one member or a coalition of members. Taken together, these critical indicators help us understand the extent to which a foundation exists for the team members to have the kind of "critical conversations" that are crucial to positive functioning of a team.



Team Justice

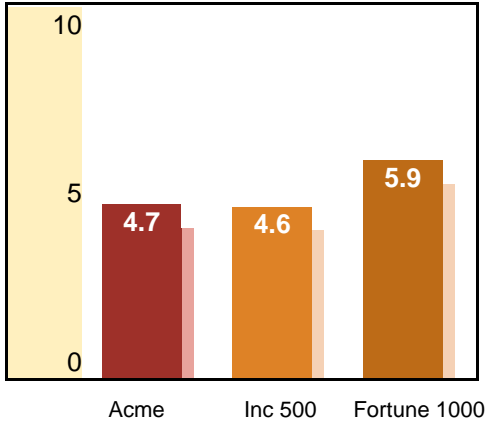
This relates to the team's perceptions of the processes and procedures used to make decisions. Justice plays a critical role in the proper functioning of any team. Without a perception that the processes used to make decisions are just, team members are likely to feel that they are disenfranchised from the team and that the team's decisions cannot be trusted. If team members perceive that the decisions made are not fair, then there are almost always inhibitors to the kind of positive team functioning that should exist.



Team Trust

Team Trust is perhaps the most pivotal of all other team constructs. In order for a team to function effectively, there has to be shared trust between all members of the team. They have to believe that other team members and the team as a whole are trustworthy and that all intentions are focused on the good of the team and the organization. When trust is broken it is often difficult, if not impossible, to get conflict management, team identity, and social integration to work effectively.

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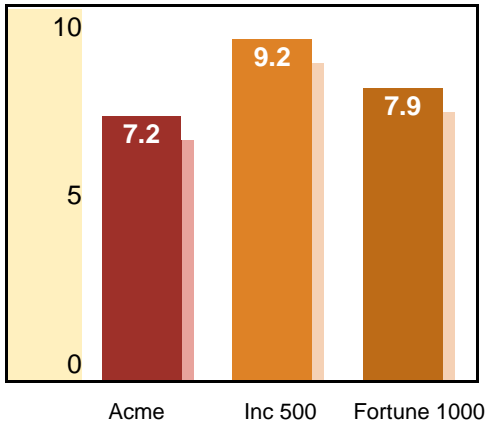


Team Politics

What does this mean? Team politics is the extent to which the team effectively uses political activities to focus on the value and importance of the enterprise. Politics that are improperly focused on the agendas of individual team members or coalitions within the team are likely to drive the team away from its appointed task of managing its strategic or operational agenda.

Findings for this team: This team is likely to be quite functional from a political perspective. Favoritism or political coalitions are not likely to drive the team's decision making.

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Cohesion

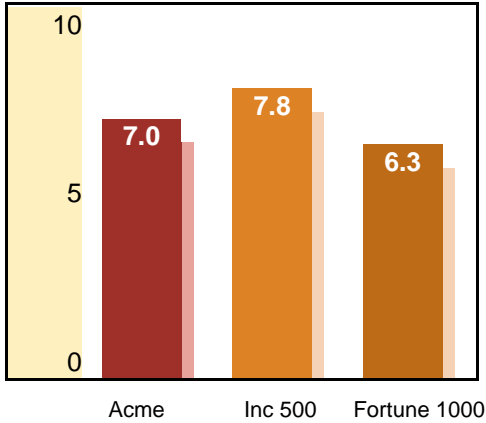
What does this mean?

Cohesion is a key concept and comprised of two central factors: (1) team sense of belonging and commitment to TMT goals and individual needs, (2) level of TMT morale.

Findings for this team:

This team is likely to believe that they have an adequate bond between the team members but there is likely a disconnect either between the bond that exists between the team members or the positive feelings that the members have about the team. We have found in most cases that this relates to the connection that team members feel toward each other and not their positive feelings about the team.

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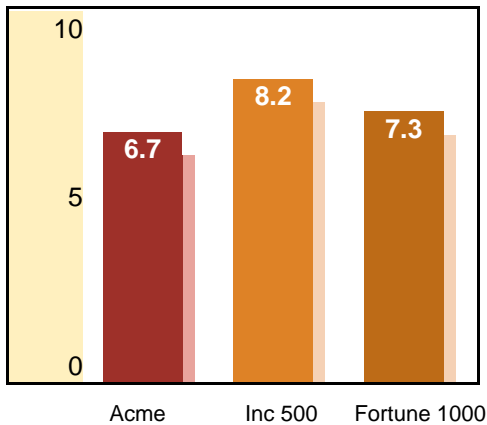
Shared Vision

What does this mean? Shared Vision is the perception that all members of the team have the same future picture of the organization. Shared vision is shared thinking about the organization's future state.

Findings for this team: This team has some levels agreement as to the future vision of the organization. However, there are also some significant differences in view as well. This team is likely less than more aligned in its view of the future of the organization.

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Team Citizenship: This section measures the extent to which members of the top management team are effectively building inter- and intra- organizational networks. Both are critical to firm success. The "team citizenship" factor behaviorally expresses the efforts made on the part of team members to build the critical component called social integration.



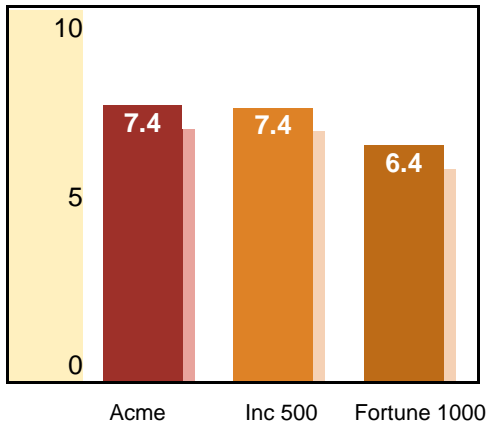
Team Citizenship

What does this mean? Citizenship as used here refers to how the team interacts with each other on four specific dimensions: (1) assisting other members with their needs and projects, (2) displaying courteous behavior, (3) coordinating efforts between team members, and (4) generally refraining from complaining about nonessential matters.

Findings for this team: This team is likely to have challenges in regard to how the team members treat each other. They are not likely to be courteous to each other, help each other as often as they should, or be as coordinated with their team members as they should. There are likely challenges in how this team functions and team decorum.

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Team Satisfaction: This section analyses team members' aggregated attitude towards the team as a whole on a continuum from highly negative (0) to highly positive (10). It encompasses two key factors shown to be not only measurable but also highly correlated with extraordinary marketplace success: satisfaction with general team involvement (positive correlation), and state of social integration as a whole (positive correlation). While both factors are important, social integration is considered the most important building block on which teams are developed. Levels of social integration lower than the industry group Benchmark should be assessed and examined to discover what is contributing to the low score.

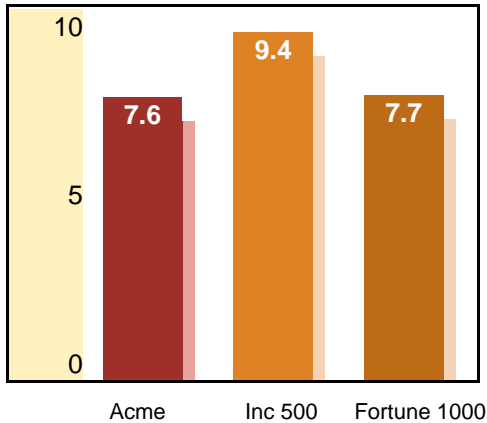


Team Satisfaction

What does this mean? A measure of team fulfillment, this factor measures five facets: (1) financial rewards, (2) degree of challenge offered by the role, (3) level of security on the part of the TMT, (4) strength of social relationships between members, and (5) general behavior of the team leader.

Findings for this team: This team will generally have high levels of satisfaction but there may be some areas where dissatisfaction is displayed.

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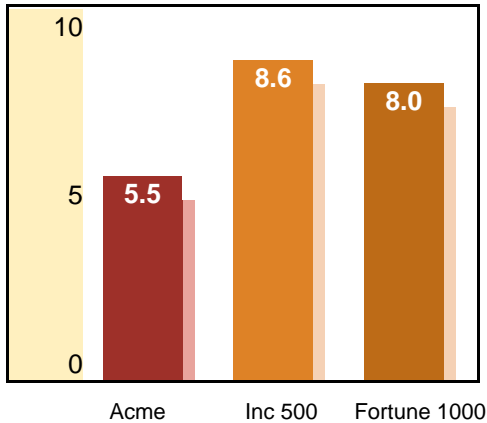


Team Confidence

What does this mean? Relates to the TMT's conviction in its ability to achieve the strategy it has either inherited or created. Without such confidence, it is unlikely that the team will put forth the necessary effort required to fulfill its mission. High levels of confidence combined with robust scores on the TIB™. Team Confidence factors are positively correlated with exertion of extra effort crucial at times to overcome obstacles that can derail a top management team. Compare your team's results with the referent group Benchmarks as there is a direct association between the team's belief in itself and the team's productivity.

Findings for this team: These team members have a strong level of belief or confidence in the ability of the team to accomplish the tasks and challenges that it faces. However, from time to time, the team may have doubts about the most complex tasks and challenges.

Acme



Strategic Consensus

What does this mean? Defined not only as agreement and clarity around strategic objectives, but also the extent to which the mental model or mental picture of the firm's future is shared by members of the top management team. This is a much richer and deeper concept than merely strategic agreement in the traditional denotation adding depth to the cognitive abilities elements in total. This factor is also called "shared strategic cognition" or "shared strategic thinking."

Findings for this team: This team will have some significant challenges as to the organization's "go-forward" strategy. The team is not likely to agree to the overall strategy and while there may be some overlap as to the organization's strategy, there is almost certainly more disagreement than agreement. The team member's mental image of the "go-forward" strategy is in a different place and perspective.