

Team Effectiveness

Confidential Report

Client Name

Sample Team Name

December 2025

Progress Report

The LHH Team Effectiveness Diagnostic provides a holistic view of the team’s behaviours regarding levels of Belonging, Purpose, Agility, Environment and Guidance – the five components of the LHH Team Effectiveness model. These have been determined through in-depth research into the components which power successful team functioning.

Respondents rated the extent to which they agree or disagree with statements which measure Belonging, Purpose, Agility, Environment and Guidance.

The information within this report provides valuable insights that are:

- Relative to the first time the team completed the process in September 2025.
- Anonymous (with the exception of the Team Leader), which might encourage a greater degree of honesty and directness
- Comprehensive, in that they display the range of scores in response to the questions posed, as well as highlight the degree of alignment between Team Members and the Team Leader in terms of levels of Belonging, Purpose, Agility, Environment and Guidance.

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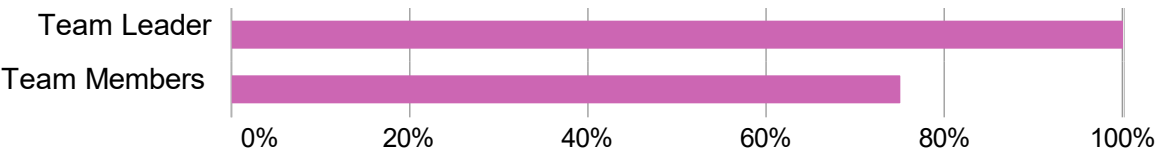
Comments 31

These results are based on the ratings submitted by those who were invited to respond. This page lists the names of those who were invited, the number of responses received, and the respondent completion rate. Respondents used a 7-point scale, from (1) Strongly Disagree to (7) Strongly Agree, to rate the extent to which they agreed or disagreed with statements which measure Belonging, Purpose, Agility, Environment, and Guidance.

Respondent Status Table

Perspective	Invitations Sent	Surveys Completed	Invited to Respond
Team Leader	1	1	Team Leader
Team Members	4	3	Team Member 1, Team Member 2, Team Member 3, Team Member 4

Respondent Completion Rate



This section reports on the ratings received overall for each of the five components of the LHH Team Effectiveness model, as well as the ratings for each question asked in the Diagnostic. These detailed findings can help the team understand where they are succeeding and where they have development needs to strengthen their ability to be successful. Pay attention to how much progress the team has made since September 2025.

Belonging

Belonging reflects the extent to which Team Members feel accepted, respected, and valued by one another. It encompasses psychological safety, mutual trust, and inclusion, enabling individuals to speak openly, express vulnerability, and participate fully. Teams with strong belonging are cohesive, supportive, and united by a shared sense of identity and connection.

	Strongly Disagree	Neutral	Strongly Agree	Rating	Progress
Team Leader				5.17	+0.50
Team Members				4.56	+0.52
Average				4.86	+0.51

Trust

	Strongly Disagree	Neutral	Strongly Agree	Rating	Progress
Team Leader				6.00	+0.75
Team Members				4.58	+0.20
Average				5.29	+0.48

Vulnerability

	Strongly Disagree	Neutral	Strongly Agree	Rating	Progress
Team Leader				4.25	+0.50
Team Members				4.75	+1.12
Average				4.50	+0.81

Connection

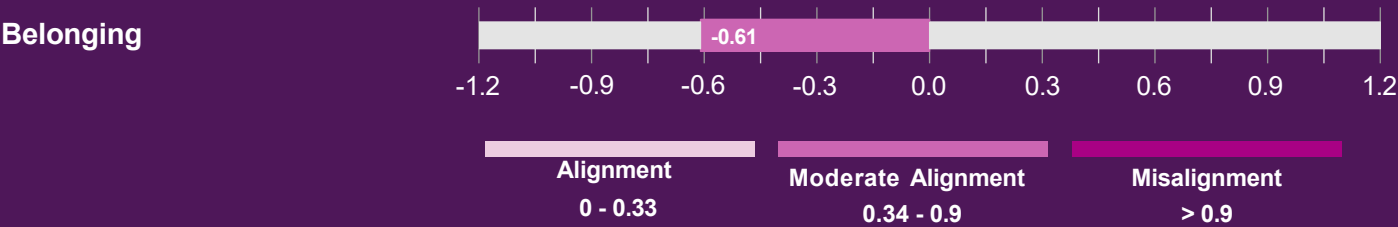
	Strongly Disagree	Neutral	Strongly Agree	Rating	Progress
Team Leader				5.25	+0.25
Team Members				4.33	+0.20
Average				4.79	+0.23

Belonging

	Strongly Disagree	Neutral	Strongly Agree	Rating	Progress
Team Leader				5.17	+0.50
Team Members				4.56	+0.52
Average				4.86	+0.51

○—○ = Indicates the Internal Consistency

Based on the results of this team effectiveness evaluation, your team’s alignment on Belonging is assessed as:



Overall Belonging Score (Medium; >4 to <6)

Your team is likely to show a moderate sense of Belonging. Members may often feel supported and accepted, though experiences of openness and connection can vary depending on the situation. At times, Team Members may share ideas and offer encouragement, but they might also hold back from raising difficult issues, admitting uncertainties, or being fully transparent about mistakes. Bonds are present, though the team may still lean towards focusing on tasks rather than consistently fostering a shared identity or deeper sense of unity.

How to strengthen this area:

- Team Leaders and Members alike can model psychological safety by sharing uncertainties or lessons learned.
- Rotate facilitation of team discussions to give everyone the chance to shape dialogue and build trust.
- Actively recognize and encourage one another’s contributions to strengthen bonds.
- The Team Leader and Members openly share how they feel within the team and express what they need to experience a stronger sense of belonging.

Moderate Alignment (-0.9 to -0.34)

Your results indicate a slight misalignment between the Team Leader and Team Members in their sense of Belonging. The Team Leader sees more cohesion or psychological safety than the team, suggesting some variation in how valued or supported individuals feel. Encouraging open dialogue and inclusive practices may help close this gap.

Low Internal Consistency ($SD \geq 1.0$)

Team Members show low agreement in their ratings of Belonging, indicating varied perceptions of acceptance, trust, and inclusion within the team. This spread may point to inconsistencies in how psychological safety is experienced or how interpersonal dynamics are felt across different Members.

Purpose

Purpose reflects the team's shared understanding of why they exist, what they are working toward, and how individual contributions support collective success. It encompasses clear role expectations, collective ownership of goals, and alignment with broader organizational priorities. When purpose is strong, Team Members are motivated, focused, and accountable to each other and the wider mission.

	Strongly Disagree	Neutral	Strongly Agree	Rating	Progress
Team Leader				4.25	+0.50
Team Members				4.92	+0.63
Average				4.58	+0.56

Role Clarity

	Strongly Disagree	Neutral	Strongly Agree	Rating	Progress
Team Leader				4.00	+0.75
Team Members				4.92	+0.73
Average				4.46	+0.74

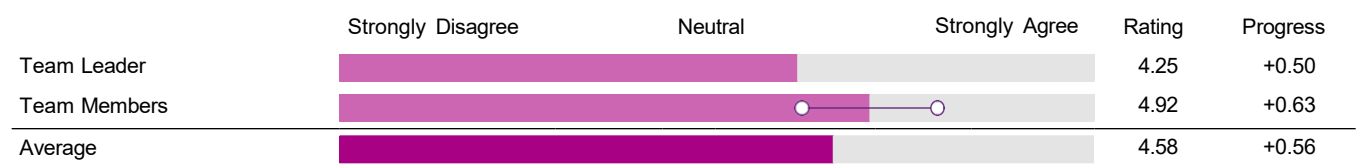
Shared Goals

	Strongly Disagree	Neutral	Strongly Agree	Rating	Progress
Team Leader				3.75	-0.25
Team Members				4.83	+0.45
Average				4.29	+0.10

Goal Alignment

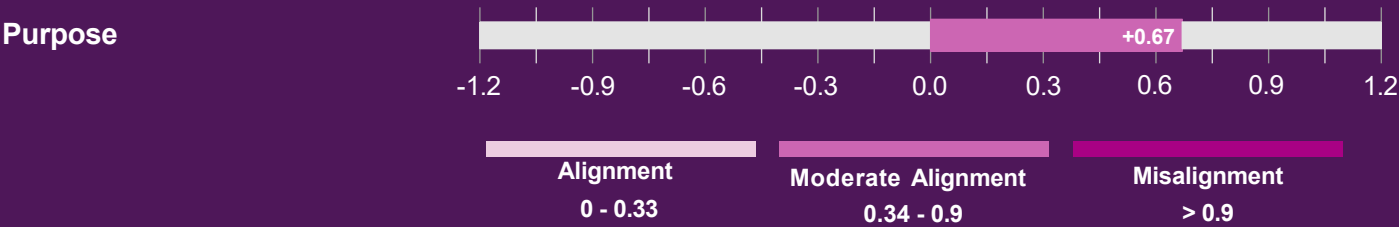
	Strongly Disagree	Neutral	Strongly Agree	Rating	Progress
Team Leader				5.00	+1.00
Team Members				5.00	+0.69
Average				5.00	+0.84

Purpose



○—○ = Indicates the Internal Consistency

Based on the results of this team effectiveness evaluation, your team’s alignment on Purpose is assessed as:



Overall Purpose Score (Medium; >4 to <6)

Your team is likely to show a moderate sense of Purpose. Members often have a good understanding of their roles and the team’s goals, though this may not always feel fully consistent. Goals are sometimes reviewed and worked on collectively, but accountability or alignment with organizational priorities may vary. While the team has a general sense of direction, opportunities remain to strengthen shared ownership and reinforce the link to broader strategic aims.

How to strengthen this area:

- Build shared ownership by reviewing team goals together and clarifying how each role contributes.
- Share recognition for contributions that move both the team and organization forward.
- Encourage mutual accountability by checking in on progress as a team, not just individually.
- As a team, articulate your mission statement in alignment with your organization's priorities.

Moderate Alignment (0.34 to 0.9)

Your results indicate a slight misalignment between the Team Leader and Team Members in their sense of Purpose, with the Team Leader rating this area lower than the team. While Team Members may feel relatively clear and aligned, the leader may perceive gaps in focus, ownership, or strategic connection. Discussing these differences may help reinforce shared direction and expectations.

High Internal Consistency (SD ≤ 0.6)

Team Members show a high level of agreement in their ratings of Purpose. This suggests a consistent perception of team goals, role expectations, and how individual contributions connect to collective success. Such alignment can support coordinated efforts and clearer communication.

Agility

Agility reflects how effectively the team executes its work through clear communication, adaptability to changing demands, and prompt, structured decision-making. It captures how well the team maintains momentum, responds to challenges, and works together to deliver results efficiently.

	Strongly Disagree	Neutral	Strongly Agree	Rating	Progress
Team Leader				5.75	+0.75
Team Members				4.58	+0.39
Average				5.17	+0.58

Effective Communication & Collaboration

	Strongly Disagree	Neutral	Strongly Agree	Rating	Progress
Team Leader				5.75	+0.75
Team Members				4.58	+0.39
Average				5.17	+0.58

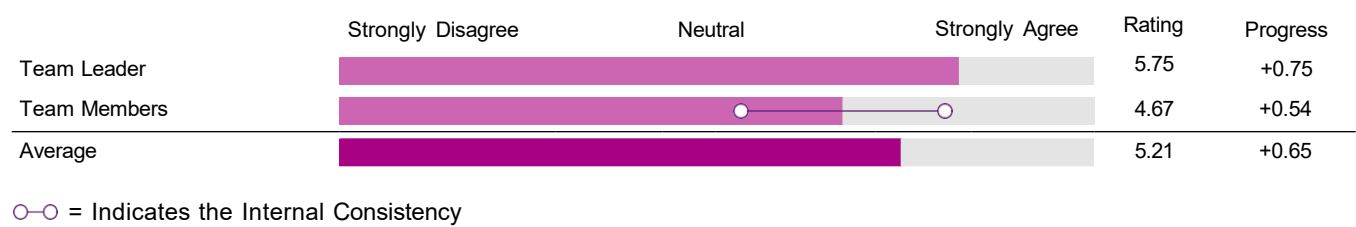
Adaptability & Resilience

	Strongly Disagree	Neutral	Strongly Agree	Rating	Progress
Team Leader				5.75	+0.75
Team Members				4.58	+0.39
Average				5.17	+0.58

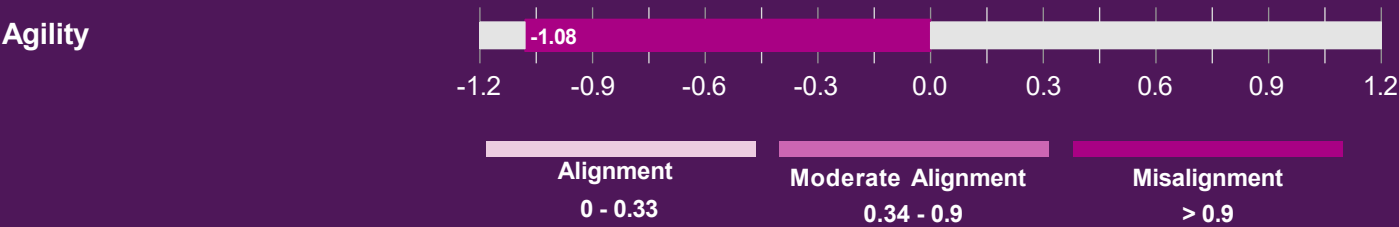
Decisive Problem-solving

	Strongly Disagree	Neutral	Strongly Agree	Rating	Progress
Team Leader				6.50	+0.50
Team Members				4.67	+0.67
Average				5.58	+0.58

Agility



Based on the results of this team effectiveness evaluation, your team’s alignment on Agility is assessed as:



Overall Agility Score (Medium; >4 to <6)

Your team is likely to show a moderate level of Agility. Communication often works well, though occasionally updates may be missed or not reach everyone at the right time. The team can adapt to change and recover from setbacks, but at times momentum may slow or strategies may take longer to shift. Decision-making is generally effective, though some choices may take longer than expected or feel less consistent. Overall, the team shows a good foundation of Agility, with opportunities to become more consistent and confident in responding to change.

How to strengthen this area:

- Agree on shared norms for communication so updates and changes are consistently shared.
- Evaluate and optimize current team processes and practices to enhance flexibility and responsiveness, enabling accelerated delivery or response when required by the business.
- Reflect as a team on how past challenges were handled and what could help responses feel smoother next time.
- Involve all Members in problem-solving discussions to encourage shared ownership of decisions.

Misalignment (<-0.9)

Your results indicate a notable misalignment between the Team Leader and Team Members in their perception of Agility. The Team Leader sees stronger communication, adaptability, and decision-making than the team does. This gap may reflect differences in how effectively workflows, responsiveness, or collaboration are experienced across roles. Exploring these perspectives may help identify areas where Agility can be strengthened or better supported.

Moderate Internal Consistency (SD > 0.6 to < 1.0)

Team members show a moderate level of agreement in their ratings of Agility. While there is general alignment in how the team experiences communication and adaptability, some variation in responses may reflect differing views on decision-making speed or flexibility during change.

Environment

Environment reflects the level of organizational support provided to the team. It encompasses whether the team has access to the resources it needs, receives timely and relevant organizational information, and feels recognized and valued by the wider organization. A strong team environment supports efficient work, informed decision-making, and a sense of external value and impact.

	Strongly Disagree	Neutral	Strongly Agree	Rating	Progress
Team Leader				5.67	+0.67
Team Members				4.75	+0.90
Average				5.21	+0.78

Resources

	Strongly Disagree	Neutral	Strongly Agree	Rating	Progress
Team Leader				5.25	+1.25
Team Members				5.00	+1.06
Average				5.13	+1.16

Information flow

	Strongly Disagree	Neutral	Strongly Agree	Rating	Progress
Team Leader				5.00	0.00
Team Members				4.50	+0.75
Average				4.75	+0.37

Recognition

	Strongly Disagree	Neutral	Strongly Agree	Rating	Progress
Team Leader				6.75	+0.75
Team Members				4.75	+0.87
Average				5.75	+0.81

Environment

	Strongly Disagree	Neutral	Strongly Agree	Rating	Progress
Team Leader				5.67	+0.67
Team Members				4.75	+0.90
Average				5.21	+0.78

○—○ = Indicates the Internal Consistency

Based on the results of this team effectiveness evaluation, your team's alignment on Environment is assessed as:

Environment



Overall Environment Score (Medium; >4 to <6)

Your team is likely to experience a moderate level of organizational support. Members may often feel adequately resourced and informed, though experiences of recognition or timely updates may vary. While the team can generally operate effectively, there may be opportunities to strengthen the flow of information and external appreciation to enhance decision-making and motivation.

How to strengthen this area:

- Identify specific gaps in resources or information and raise them with relevant stakeholders.
- As a team, articulate a business case to secure the support or resources that are currently missing.
- Encourage Team Members to share feedback on what support feels most valuable.
- Celebrate team achievements visibly to increase recognition from outside the team.

Misalignment (<-0.9)

Your results indicate a notable misalignment between the Team Leader and Team Members in their perception of organizational support. The Team Leader sees stronger access to resources, information flow, or recognition than the team does. This gap may reflect differences in visibility or experience across roles. Exploring these perspectives may help surface areas where support could be more evenly felt.

Moderate Internal Consistency (SD > 0.6 to < 1.0)

Team Members show a moderate level of agreement in their ratings of organizational support. While there is general alignment, variation in responses may reflect differing experiences with resources, updates, or recognition.

Guidance

Guidance reflects the extent to which the Team Leader supports success by enabling ownership, growth, and continuous improvement. A strong guide encourages Team Members to take responsibility for their work, promotes constructive feedback that supports reflection and learning, and fosters a culture of ambition and development. Rather than directing every decision, guidance involves creating the conditions for autonomy, open dialogue, and sustained high performance.

	Strongly Disagree	Neutral	Strongly Agree	Rating	Progress
Team Leader				4.75	+0.58
Team Members				5.00	+0.77
Average				4.88	+0.68

Empowerment

	Strongly Disagree	Neutral	Strongly Agree	Rating	Progress
Team Leader				5.25	+0.75
Team Members				5.00	+0.87
Average				5.13	+0.82

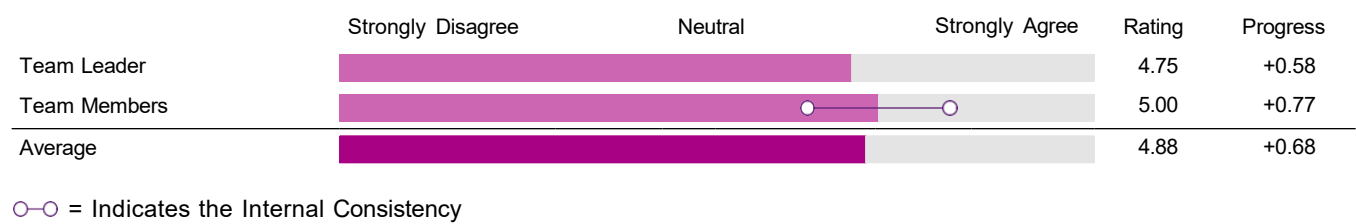
Feedback

	Strongly Disagree	Neutral	Strongly Agree	Rating	Progress
Team Leader				4.50	+0.50
Team Members				5.25	+1.12
Average				4.88	+0.82

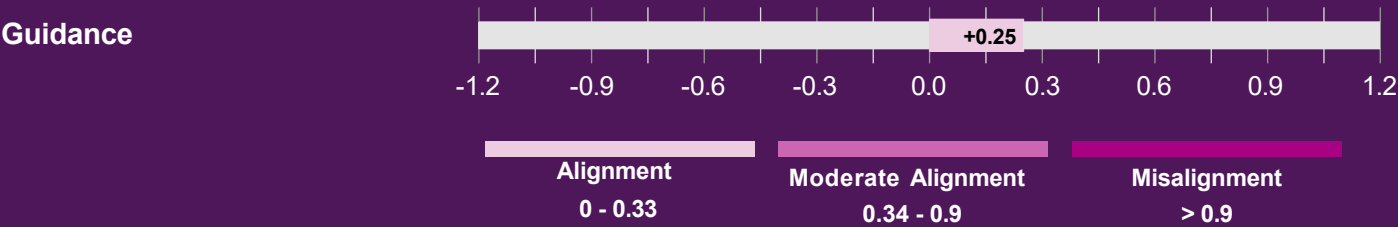
Challenge

	Strongly Disagree	Neutral	Strongly Agree	Rating	Progress
Team Leader				4.50	+0.50
Team Members				4.75	+0.31
Average				4.63	+0.41

Guidance



Based on the results of this team effectiveness evaluation, your team’s alignment on Guidance is assessed as:



Overall Guidance Score (Medium; >4 to <6)

Your team is likely to experience a moderate level of guidance in its current environment. Members may often feel supported and encouraged, though experiences of empowerment, feedback, or challenge may vary. While the team environment promotes growth and autonomy to some extent, there may be opportunities to strengthen feedback loops, clarify expectations, or increase developmental support.

How to strengthen this area:

- Identify opportunities for growth by discussing skills the team wants to develop and exploring ways to stretch within current responsibilities.
- Encourage everyone to take ownership of decisions and adapt workflows to suit project goals and individual strengths.
- Set stretch goals collaboratively to promote ambition and growth.
- Encourage balanced peer-to-peer feedback that highlights both strengths and development opportunities.

Alignment (-0.33 to 0.33)

Your results indicate strong alignment between the Team Leader and Team Members in their perception of guidance. Both perspectives reflect a consistent view of how the team is empowered, supported, and challenged to grow. This shared understanding can support a strong foundation for continuous improvement and high performance.

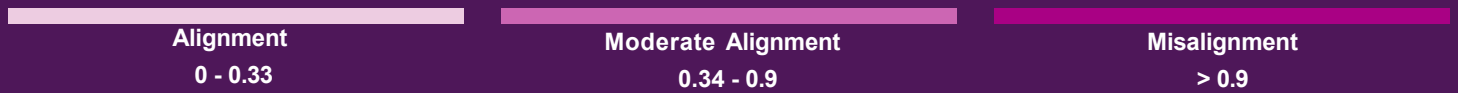
Moderate Internal Consistency (SD > 0.6 to < 1.0)

Team Members show a moderate level of agreement in their ratings of Guidance. While there is general alignment, variation in responses may reflect differing experiences of autonomy, feedback, or developmental challenge.

Team Effectiveness Alignment

This section reports on the alignment between Team Leader and Team Members for each of the five components and sub-traits of the LHH Team Effectiveness model. The center line of the chart represents the Team Leader's responses. The bars represent the difference in score for the Team Members. Moderate alignment and misalignment represent opportunities for team development and closer alignment.

Gap Difference Key

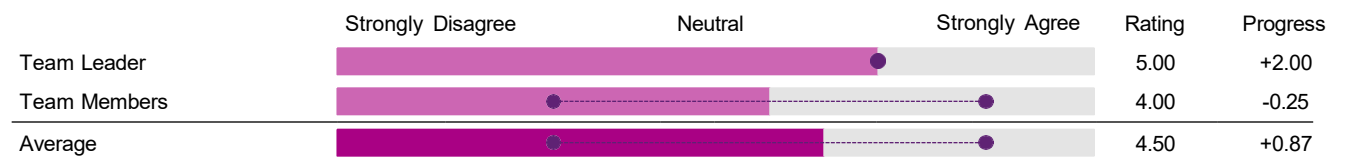


Belonging

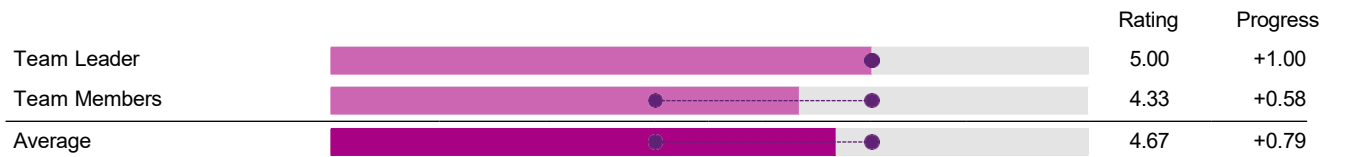
Trust

Trust reflects the extent to which Team Members feel safe to express ideas, opinions, and feedback without fear of criticism or dismissal. It involves mutual respect, active listening, and courteous interactions that promote psychological safety and open dialogue.

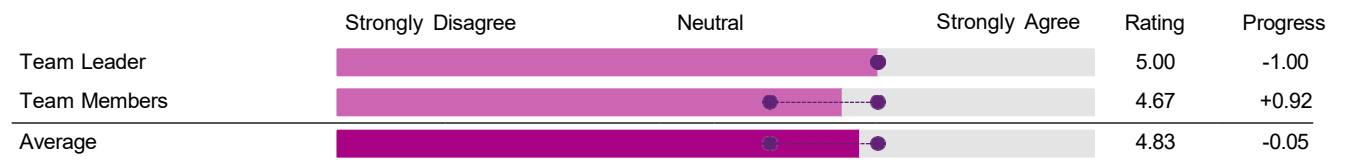
1. Team Members feel comfortable sharing ideas, knowing they won't be criticized harshly.



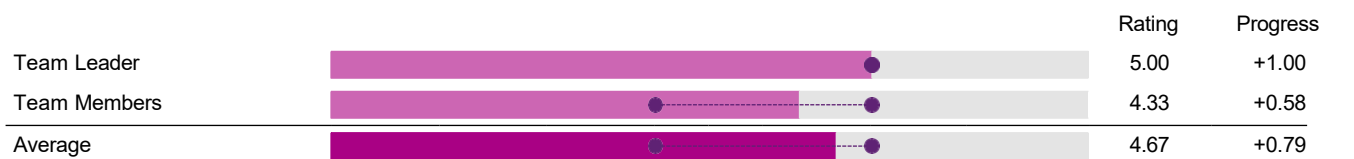
2. Team Members consistently show consideration for each other's perspectives.



3. Voicing differing opinions is welcomed in our team without the fear of criticism.



4. I observe Team Members consistently speaking to each other with courtesy.



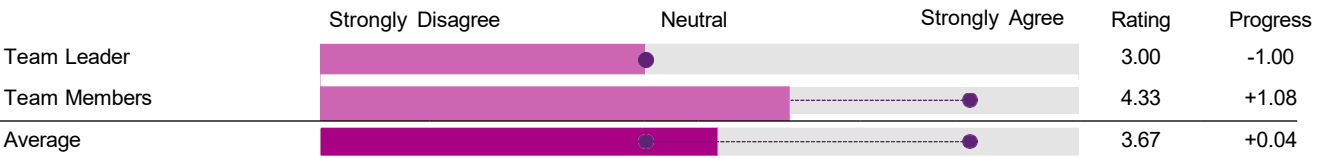
●—● = Indicates the Range of Ratings

Belonging

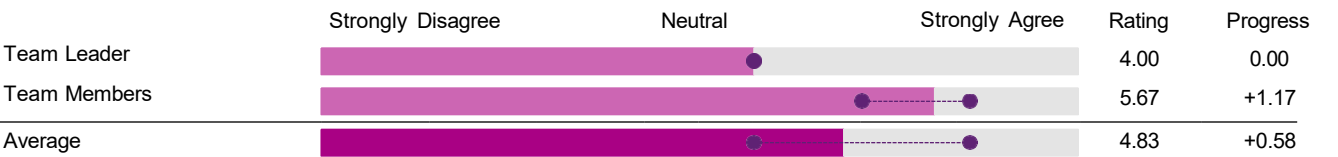
Vulnerability

Vulnerability is the willingness of Team Members to openly share uncertainties, acknowledge mistakes, and seek help. It fosters an environment where honesty is encouraged, challenges are discussed transparently, and asking for support is seen as a strength, not a weakness.

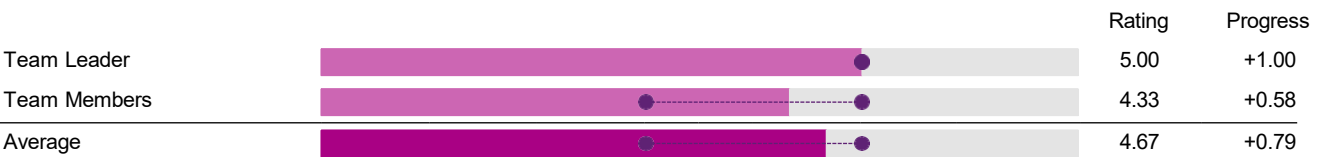
5. Team discussions include honest conversations about difficulties we face.



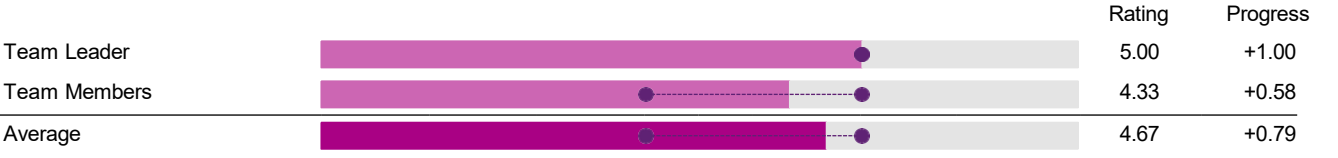
6. Team Members feel at ease admitting when they don't understand something.



7. Being transparent about mistakes is routinely practiced in our team.



8. Team Members feel comfortable seeking advice from others in the team when facing tough situations.



●—● = Indicates the Range of Ratings

Belonging

Connection

Connection captures the emotional and relational bonds that unite a team. It is demonstrated through mutual encouragement, proactive support, and a shared identity that connects members beyond tasks, fostering unity and commitment to collective success.

9. There are strong bonds that connect Team Members beyond professional interactions.

		Rating	Progress
Team Leader		5.00	+1.00
Team Members		4.33	+0.58
Average		4.67	+0.79

10. When faced with challenges, Team Members offer help proactively.

		Rating	Progress
Team Leader		5.00	+1.00
Team Members		4.33	+0.58
Average		4.67	+0.79

11. There is a strong sense of encouragement across all Team Members.

		Rating	Progress
Team Leader		5.00	+1.00
Team Members		4.33	+0.58
Average		4.67	+0.79

12. There is a shared identity that unites Team Members towards objectives.

		Rating	Progress
Team Leader		5.00	+1.00
Team Members		4.33	+0.58
Average		4.67	+0.79

●—● = Indicates the Range of Ratings

Purpose

Role Clarity

Role Clarity reflects the extent to which Team Members understand their individual responsibilities, how their role supports the team’s goals, and what is expected of them.

13. Team Members have a clear understanding of their team’s goals and what their role is in achieving them.

		Rating	Progress
Team Leader		5.00	+1.00
Team Members		4.33	+0.58
Average		4.67	+0.79

14. Team Members have a clear grasp of how their role aligns with our team's mission.

		Rating	Progress
Team Leader		5.00	+1.00
Team Members		4.33	+0.58
Average		4.67	+0.79

15. Team Members know exactly what is expected of them in their team role.

		Rating	Progress
Team Leader		5.00	+1.00
Team Members		4.33	+0.58
Average		4.67	+0.79

16. Team Members understand how their responsibilities contribute to the team’s success.

		Rating	Progress
Team Leader		5.00	+1.00
Team Members		4.33	+0.58
Average		4.67	+0.79

●—● = Indicates the Range of Ratings

Purpose

Shared Goals

Shared Goals capture the degree to which Team Members are aligned in their efforts to achieve collective outcomes. This includes regular review of goals, mutual accountability, and a collaborative approach to meeting team priorities.

17. We regularly review our goals to ensure team efforts remain directed toward prioritized outcomes.

		Rating	Progress
Team Leader		5.00	+1.00
Team Members		4.33	+0.58
Average		4.67	+0.79

18. Team goals are approached collectively, with an emphasis on input and effort from everyone.

		Rating	Progress
Team Leader		5.00	+1.00
Team Members		4.33	+0.58
Average		4.67	+0.79

19. We regularly hold each other accountable for adhering to agreed timelines and objectives.

		Rating	Progress
Team Leader		5.00	+1.00
Team Members		4.33	+0.58
Average		4.67	+0.79

20. We regularly check in with each other to ensure accountability for our tasks.

		Rating	Progress
Team Leader		5.00	+1.00
Team Members		4.33	+0.58
Average		4.67	+0.79

= Indicates the Range of Ratings

Purpose

Goal Alignment

Goal Alignment refers to the extent to which the team’s objectives are clearly connected to the broader strategic aims of the organization. It reflects a shared understanding of how team goals contribute to larger business priorities and long-term vision.

21. The mission of our team is closely tied to the organizational strategy goals.

		Rating	Progress
Team Leader		5.00	+1.00
Team Members		4.33	+0.58
Average		4.67	+0.79

22. Our team’s objectives are in seamless alignment with the organization’s strategic goals.

		Rating	Progress
Team Leader		5.00	+1.00
Team Members		4.33	+0.58
Average		4.67	+0.79

23. I see a clear connection between our team's priorities and the broader aspirations of the organization.

		Rating	Progress
Team Leader		5.00	+1.00
Team Members		4.33	+0.58
Average		4.67	+0.79

24. Our team’s objectives serve a significant role in achieving the organization's strategic vision.

	Strongly Disagree	Neutral	Strongly Agree	Rating	Progress
Team Leader				6.00	+1.00
Team Members				5.67	+1.67
Average				5.83	+1.33

●—● = Indicates the Range of Ratings

Agility

Effective Communication & Collaboration

Team Members share information clearly and promptly, ensuring alignment, avoiding misunderstandings, and focusing conversations on solutions.

25. Our team communicates explicitly to avoid any misunderstandings.

		Rating	Progress
Team Leader		5.00	+1.00
Team Members		4.33	+0.58
Average		4.67	+0.79

26. We consistently update one another on changes that affect the team.

		Rating	Progress
Team Leader		5.00	+1.00
Team Members		4.33	+0.58
Average		4.67	+0.79

27. We reply promptly to each other's messages to keep workflows smooth.

	Strongly Disagree	Neutral	Strongly Agree	Rating	Progress
Team Leader				7.00	+3.00
Team Members				5.00	+1.00
Average				6.00	+2.00

28. Our discussions focus on solutions rather than assigning blame.

		Rating	Progress
Team Leader		5.00	+1.00
Team Members		4.33	+0.58
Average		4.67	+0.79

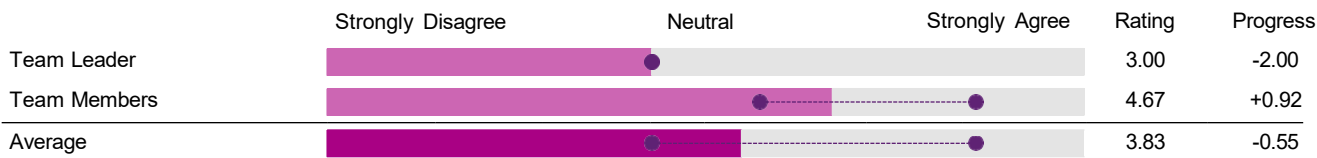
●—● = Indicates the Range of Ratings

Agility

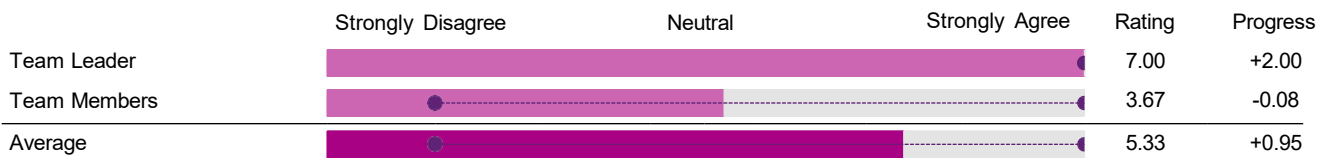
Adaptability & Resilience

The team remains flexible and composed when facing disruptions or changing priorities. Members shift strategies quickly and persist through challenges to stay on track.

29. Our team rapidly adapts to shifting project requirements.



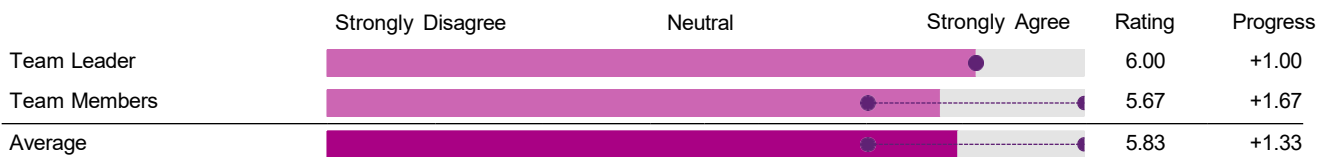
30. Our team perseveres when facing difficult situations.



31. Our team quickly bounces back from disruptions to refocus on tasks.



32. We readily shift our strategies to align with new requirements.



= Indicates the Range of Ratings

Agility

Decisive Problem-solving

The team makes informed decisions efficiently, addressing issues through structured analysis and collaborative action to keep progress on track.

33. Our team assesses problems from multiple angles to understand underlying causes.

	Strongly Disagree	Neutral	Strongly Agree	Rating	Progress
Team Leader				6.00	0.00
Team Members				4.33	+0.33
Average				5.17	+0.17

34. We make timely decisions to maintain progress in critical situations.

	Strongly Disagree	Neutral	Strongly Agree	Rating	Progress
Team Leader				6.00	0.00
Team Members				4.33	+0.58
Average				5.17	+0.29

35. Our team investigates problems systematically to identify effective resolutions.

	Strongly Disagree	Neutral	Strongly Agree	Rating	Progress
Team Leader				5.00	+1.00
Team Members				4.33	+0.58
Average				4.67	+0.79

36. Our team quickly makes decisions when challenges arise without delaying critical tasks.

	Strongly Disagree	Neutral	Strongly Agree	Rating	Progress
Team Leader				5.00	+1.00
Team Members				4.33	+0.58
Average				4.67	+0.79

●—● = Indicates the Range of Ratings

Environment

Resources

Access to the tools, support, and materials needed to perform work effectively. This includes timely assistance and adequate infrastructure that allows the team to deliver results efficiently.

37. We have immediate access to the resources we need for our work.

		Rating	Progress
Team Leader		5.00	+1.00
Team Members		4.33	+0.58
Average		4.67	+0.79

38. We have assistance from the organization in securing necessary tools for projects.

		Rating	Progress
Team Leader		5.00	+1.00
Team Members		4.33	+0.58
Average		4.67	+0.79

39. The resources required for our tasks are always available.

		Rating	Progress
Team Leader		5.00	+1.00
Team Members		4.33	+0.58
Average		4.67	+0.79

40. The resources we use minimize time and effort required to complete tasks.

		Rating	Progress
Team Leader		5.00	+1.00
Team Members		4.33	+0.58
Average		4.67	+0.79

 = Indicates the Range of Ratings

Environment

Information flow

The accuracy, timeliness, and transparency of communication from the broader organization. Teams with strong information flow are well-informed about relevant changes, updates, and decisions that impact their work.

41. The information provided by our organization is precise and trustworthy.

		Rating	Progress
Team Leader		5.00	+1.00
Team Members		4.33	+0.58
Average		4.67	+0.79

42. Important updates are delivered promptly to ensure we are never caught off guard.

		Rating	Progress
Team Leader		5.00	+1.00
Team Members		4.33	+0.58
Average		4.67	+0.79

43. We are kept informed of changes in a timely manner.

		Rating	Progress
Team Leader		5.00	+1.00
Team Members		4.33	+0.58
Average		4.67	+0.79

44. We are informed about the organization's decisions and the reasons behind them.

	Strongly Disagree	Neutral	Strongly Agree	Rating	Progress
Team Leader				5.00	0.00
Team Members				3.67	-0.33
Average				4.33	-0.17

●● = Indicates the Range of Ratings

Environment

Recognition

The extent to which the team's contributions are acknowledged by those outside the team. This includes appreciation from leadership, peers in other teams, and visible signals that the team's work is valued and impactful.

45. Our team's work is regarded as significant by the organization.

		Rating	Progress
Team Leader		5.00	+1.00
Team Members		4.33	+0.58
Average		4.67	+0.79

46. Recognitions from external teams show the importance of our team's contributions.

		Rating	Progress
Team Leader		5.00	+1.00
Team Members		4.33	+0.58
Average		4.67	+0.79

47. We are often recognized by the organization for adding significant value.

		Rating	Progress
Team Leader		5.00	+1.00
Team Members		4.33	+0.58
Average		4.67	+0.79

48. Our team receives encouragement from organizational leaders to pursue our goals.

	Strongly Disagree	Neutral	Strongly Agree	Rating	Progress
Team Leader				6.00	0.00
Team Members				4.00	+0.50
Average				5.00	+0.25

●—● = Indicates the Range of Ratings

Guidance

Empowerment

Empowerment reflects the extent to which Team Members are encouraged to take ownership of their work, exercise autonomy, and make decisions that align with project goals and personal strengths. It also includes a shared responsibility for adapting methods and workflows to achieve results.

49. Team Members are given the flexibility to choose how they execute their tasks.

		Rating	Progress
Team Leader		5.00	+1.00
Team Members		4.33	+0.58
Average		4.67	+0.79

50. Our team is empowered to adapt our methods to best suit the project goals.

		Rating	Progress
Team Leader		5.00	+1.00
Team Members		4.33	+0.58
Average		4.67	+0.79

51. Team Members are empowered to shape the workflow that suits their strengths.

		Rating	Progress
Team Leader		5.00	+1.00
Team Members		4.33	+0.58
Average		4.67	+0.79

52. Team Members are expected to own the results of their work.

		Rating	Progress
Team Leader		5.00	+1.00
Team Members		4.33	+0.58
Average		4.67	+0.79

 = Indicates the Range of Ratings

Guidance

Feedback

Feedback refers to the degree to which the team environment supports learning through timely, constructive, and reflective exchanges. This includes regular feedback loops that promote self-awareness, continuous improvement, and shared learning from experience.

53. We regularly engage in reflection sessions with our manager to identify learning opportunities.

		Rating	Progress
Team Leader		5.00	+1.00
Team Members		4.33	+0.58
Average		4.67	+0.79

54. Team Members engage in feedback discussions that prompt us to reflect and improve.

	Strongly Disagree	Neutral	Strongly Agree	Rating	Progress
Team Leader				3.00	-1.00
Team Members				5.67	+0.67
Average				4.33	-0.17

55. We receive immediate feedback after tasks, helping us to correct course promptly.

	Strongly Disagree	Neutral	Strongly Agree	Rating	Progress
Team Leader				6.00	+2.00
Team Members				5.00	+1.00
Average				5.50	+1.50

56. We are guided by our manager to reflect on lessons learned to enhance future performance.

		Rating	Progress
Team Leader		5.00	+1.00
Team Members		4.33	+0.58
Average		4.67	+0.79

●—● = Indicates the Range of Ratings

Guidance

Challenge

Challenge captures how the team environment promotes growth by encouraging ambitious goals, goal-oriented support, and a culture that values learning through mistakes. It reflects a focus on development, curiosity, and sustained high performance.

57. Our manager encourages us to view mistakes as learning opportunities.

	Strongly Disagree	Neutral	Strongly Agree	Rating	Progress
Team Leader				4.00	-1.00
Team Members				5.67	+1.17
Average				4.83	+0.08

58. Our manager promotes an environment of curiosity and continuous learning.

		Rating	Progress
Team Leader		5.00	+1.00
Team Members		4.33	+0.58
Average		4.67	+0.79

59. We feel driven to succeed through our manager's encouragement of goal-oriented challenges.

		Rating	Progress
Team Leader		5.00	+1.00
Team Members		4.33	+0.58
Average		4.67	+0.79

60. Our manager inspires us to pursue ambitious targets with sustained enthusiasm.

		Rating	Progress
Team Leader		5.00	+1.00
Team Members		4.33	+0.58
Average		4.67	+0.79

●—● = Indicates the Range of Ratings

The team members and team leader were provided an opportunity to answer additional questions related to the team performance. Comments appear exactly as entered by each participant.

What aspects of the team's ways of working do you feel are most effective? Please share specific examples if possible.

Team Leader

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Team Members

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The team members and team leader were provided an opportunity to answer additional questions related to the team performance. Comments appear exactly as entered by each participant.

Are there any aspects of how the team works that could be improved? What challenges have you noticed, and how do they affect the team's effectiveness?

Team Leader

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Team Members

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The team members and team leader were provided an opportunity to answer additional questions related to the team performance. Comments appear exactly as entered by each participant.

What should the team focus on to increase the value it delivers to the organization? Consider both internal collaboration and external impact.

Team Leader

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Team Members

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