

Team Engagement Diagnostic Report for Ashridge Sample

Number of team responses: 9

Survey responses received: 01/09/2020 to 01/09/2020

Zone of Engagement

Zone of Contentment

Zone of Pseudo-Engagement

Zone of Disengagement

Your team is in the **Zone of Engagement**

Proactive with a positive team climate

Creative and solution-focused with a fun atmosphere where close-knit team members trust and support each other both personally and professionally. There is a focus on growth and development in the team with people feeling stretched, valued and empowered. People are clear about where the team fits into the bigger picture. Team members value diversity and different perspectives, see conflict as inevitable and healthy, and use disagreements as a source of creativity and insight.

Your team's responses are shown below, and compared to the typical response (All Teams). Focus your discussions on the top of this list, where your team differs most.

#	Statement	Team Score vs All Teams		% Difference vs All Teams (+/-)
		Strongly Disagree	Strongly Agree	
1	People in our team tend to gossip about each other	1.3	2.3	41%
2	In our team mistakes are seen in a negative light, there is a blame culture	1.2	2.0	38%
3	We get on with each other as best as we can within work despite not being close outside of work	2.4	3.7	36%
4	People in our team stretch out their workload to fill the time, rather than taking on extra tasks	1.2	1.9	34%
5	Our manager cares more about how they look to senior management, than caring about us	1.3	2.0	33%
6	The feedback our team receives is focused on the negatives, more than on positives	1.6	2.3	29%
7	Our team manager is too controlling	1.3	1.8	25%
8	Some people in our team are just holding out for retirement	1.4	1.8	18%
9	Our team can be resistant to change	2.1	2.6	18%
10	We have great fun in our team	4.4	3.8	17%
11	Our team is reactive rather than proactive when it comes to our work	3.2	2.8	16%
12	Our team manager leads by example	4.7	4.0	15%
13	Our team is fragmented, with cliques and in-groups	1.9	2.2	13%
14	People in our team feel unable to influence decisions that affect us	2.3	2.7	13%
15	Our team escalate problems to our manager to solve, rather than solving them ourselves	2.1	2.4	13%
16	Our team prefers set ways of working	2.7	3.0	11%
17	People in our team feel their voices can be heard, they are listened to	4.2	3.8	11%
18	People in our team are complacent, rather than seeking to be challenged or stretched	1.9	2.1	9%
19	People in our team find the work we do boring or monotonous	2.2	2.0	9%
20	We are so busy with work that our team rarely makes time to connect with each other	2.6	2.8	9%
21	Our team feels confident it can achieve anything by working together	4.2	4.0	7%
22	Most people in our team are only here to earn a wage	2.2	2.1	5%
23	Poor performance is tolerated within our team	2.0	2.1	4%
24	People in our team work as a collection of individuals, with little actual 'teamwork'	2.4	2.4	2%
25	In our team we are clear on the role we play, and how that fits into the bigger picture for our organisation	3.9	3.9	0%

About the Team Engagement Diagnostic

This diagnostic tool has been developed as a result of a comprehensive study into team engagement.

The tool contains 25 statements pertaining to four zones of team engagement. This tool enables you to take a 'temperature check' of your team's current state of engagement, bearing in mind that team engagement is not static. This tool also enables you to compare your team with all teams, so that you have a benchmark with 'typical' team responses to the same statements.

If you have any questions please email psychometrics@ashridge.hult.edu.

What are the four zones of team engagement?

When comparing work teams, our research suggests that there are 'shades of grey' when it comes to team engagement, as opposed to teams simply being either engaged or disengaged.

Depending on the team climate (i.e. the emotional atmosphere in the team) and the team behaviours (i.e. the extent to which teams are reactive or proactive in relation to their work), we have identified four zones of team engagement. **This report shows which zone your team falls into** based on the aggregate responses of all of your team members, across all 25 statements.

The results you see above include descriptions of each of the four zones which emerged from the original study (these descriptions are not specific to your team).

How to interpret your team report (in 3 steps)

Step 1 - find your team's Zone Of Engagement listed at the top of this report.

Step 2 - find the Statements which are most useful to explore with your team at the top of the list.

These are the statements for which your team's response is the most atypical (those which depart furthest from the typical team response, or "norm")

- The orange % figures on the right show how much your team differed from the "norm"
- Your team's response to each statement is shown in the dark blue bars down the middle of the page
- The "norm" or typical team response is shown in the light blue bars down the middle of the page

Step 3 - finally check the relevant statements to ensure you interpret your team score for these correctly. For example take the statement "*In our team mistakes are seen in a negative light, there is a blame culture*" If this statement appears at the top of the list for your team it is worth exploring, because the team response varies substantially from the "norm".

Imagine that the Difference shows your team at +39% due to a score of 2.5 (when the "norm" is 1.8). Clearly your team "agreed more" with the statement than is typical, however the team score of 2.5 means that on average people disagreed that there is a blame culture (you could think of this as half the team Disagreeing (2) and the other half sitting on the fence (3)).

The correct interpretation would be: the team did not say that there is a blame culture, they were just unable to disagree as consistently as most do, or as confidently as most do, that a blame culture exists in the team.

Rating scale

When completing the diagnostic survey team members were asked to rate the extent to which they agreed or disagreed with each of 25 statements in relation to their current work team. Your team's responses are aggregated so that a team score is created and no individual responses can be identified.

A 5-point scale was used with **1 meaning 'Strongly Disagree' and 5 meaning 'Strongly Agree'** (a response of 3 means 'Neither Agree nor Disagree' with the statement).

For example if your team shows a score of 2.0 for a statement this means that on average your team members disagreed with it (a score of 4.0 means that on average your team agreed)

Hult Ashridge Team Engagement Diagnostic Report
For Boston Finance Team - 03/09/2020 - ID: HUL087clgmbz

Support: psychometrics@ashridge.hult.edu
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