

Welcome to Team Diagnostic Assessment

Teams are the engines that
drive successful organizations.

Teams produce results that individuals simply can't, acting alone. Today, the workplace is a maze of nested teams: intact, cross-functional, project, virtual — and the pressure is on teams to form, perform and reform at an astonishing rate.

The Team Diagnostic Assessment is a state of the art instrument, based on a proven model that defines the necessary strengths for high-performing, sustainable, inspired teams.

REPORT FOR:





Introduction

Introduction

“Teampayer: One who unites others towards a shared destiny through sharing information and ideas, empowering others and developing trust.”

— *Dennis Kinlaw*

The results you are holding reveal a portrait of this team as it is today — and, as the team perceives itself. This is not a report created from outside analysis. It is a compilation of the team’s views of what completely describes this team, what does not describe this team and a wide range of everything in between. The report reveals the team in many layers from the high-altitude meta-view of the team as a whole to individual anonymous responses to open-ended questions. Each layer adds to the picture of the team and the total picture creates rich territory for discussion.

As you review your assessment report it is important to notice the emphasis on strengths. This is fundamental to the approach taken with the Team Diagnostic Model™. No matter what the scores are, every team has strengths to acknowledge and lean into as the team addresses its needs and opportunities for on-going development. The intention is to substitute judgment with curiosity. Given the information available from this report, what does it indicate for this team?

The Team Diagnostic Assessment™ provides a benchmark for your team and a map for moving forward. In the end, it is the team that will decide the course direction for the next phase of the journey.

The Goal



From the organization's point of view, teams exist to produce results. That is the measure that makes a difference. It is this goal that drives every aspect of the team's life from inception onward. Teams are constantly monitored against results delivered. But output is only half of the story for teams that produce results. The most successful and most effective teams in producing results are also teams that have developed the ability to be sustainable as well. There are times in the life of any team when 100% of the focus must be on the task, the deadline and the deliverables. But the intensity of the heat of that focus is not sustainable. Burn out is the predictable result and teams that are burned out eventually disappoint when it comes to achieving results.

The question to ask then is, "What are the essential factors that go into creating a high performing sustainable team?" Before we address that question however, it is worth looking at a more basic question, "What is a team?" It's easy to assume we all know what that means. It's essential that we have a clear understanding.

What is a Team?



“Teams rely on intense, collaborative work to accomplish a specific goal or task that could not be accomplished as well by an individual or a work group. *An effective team increases the productivity, satisfaction, and growth of each of its team members, the team itself, and the rest of the organization.*”

— *Jon R. Katzenbach and Douglas K. Smith*
The Wisdom of Teams: Creating the High-Performance Organization

A team is more than a collection of individuals. A team is a selection of people put together for a common purpose with identifiable goals, clear roles and accountability for results. In organizations today, teams are assembled, chartered, implemented and disbanded at an extraordinary rate.

What is a Team?



Teams exist to accomplish certain functions and produce results, as we've said. The form of team depends on the team's objectives and structure. In addition to a traditional functionally structured team it is very common today to also be on one of the three team types below.

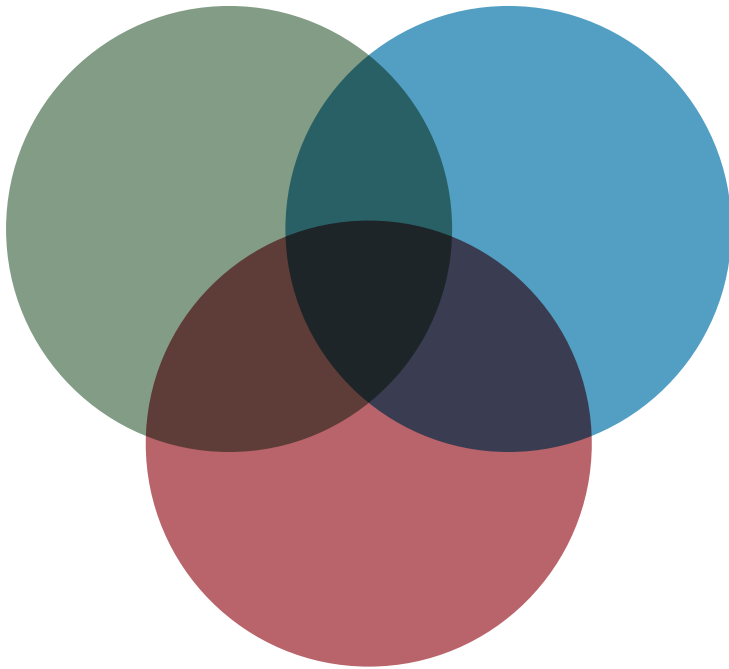
- ***Project teams*** exist for a very specific purpose and typically work against a fixed timeline. When the project is completed the team members may be reassigned or reformed as a new team for a new project.
- ***Cross-functional teams*** may or may not have a fixed assignment and timeline. The team draws its membership from a variety of sources, all of which have a stake in the team's results.
- ***Virtual teams*** may have many different purposes to perform. They are characterized by being geographically disbursed and their reliance on technology to maintain communication within the team.

What is a Team?



Nested teams represent teams within teams or teams with overlapping membership, sometimes with overlapping goals and mission. In fact, most people in organizations today are on multiple teams.

- *How many different teams are you and your team members on?*
- *Where do you overlap in other areas?*



The Model

“The fundamental task of leaders is to prime good feeling in those they lead. That occurs when a leader creates resonance — a reservoir of positivity that frees the best in people. At its root, then, the primal job of leadership is emotional.”

— *From Primal Leadership*
by Daniel Goleman,
Richard Boyatzis and
Annie McKee

A System’s Approach to Teams

As we can see, a team is different from a group. In fact, it is a dynamic system of interrelationships. The Team Diagnostic Assessment™ is built on a systems approach to working with teams. The assessment is designed to reveal the system by taking the individual views of the team members and graphically creating an aggregate picture.

The team is measured on two axes: the team’s perception of its “productivity” strengths and the team’s perception of the “positivity.” Simply put, “productivity” strengths describe the capacity to perform the function required of the team. “Positivity” strengths describe the process and relationship required to perform as a team. The word *positivity* is derived from Daniel Goleman’s work with Emotional Intelligence.

If we put “productivity” on a horizontal axis and “positivity” on the vertical axis we create a four quadrant matrix with teams that are characterized by:

- *Low Productivity and Low Positivity*
- *Low Productivity and High Positivity*
- *High Productivity and Low Positivity*
- *High Productivity and High Positivity*

The Four Quadrants



Low Productivity

High Productivity

High Positivity

High Positivity/Low Productivity

- Collegial, Friendship Based
- Lack of Effective Focus
- Insufficient Sense of Urgency
- Change Resistant — Don't "Rock the Boat"
- Incompetence Tolerated
- Not Results Oriented
- Sense of Connection and Fun

High Positivity/High Productivity

- Successful, Fun
- Synchronicity, Flow
- Challenging Goals, Inspiring Vision
- Change Proactive
- Open Communication
- Great Teamwork — "How do we continue to improve?"

Low Positivity

Low Positivity/Low Productivity

- Atmosphere of Criticism, Blame & Cynicism
- Overwhelm
- No Fun
- Fear of Job Loss and/or Company Failure
- "Firefighting", Short-Term Orientation
- Turf Protection
- One Step Forward; Two Steps Back
- Poor Teamwork

Low Positivity/High Productivity

- Focus Is Efficiency
- "Just Do It!", Bottom-Line Orientation
- Retention Problems, High Turnover, Burnout
- Guarded
- Clear Objectives
- Driven
- Competitive

The Model — Productivity



Productivity strengths support the team in achieving results, accomplishing tasks, staying on course to reach goals and objectives. The Team Diagnostic Model™ identifies seven attributes necessary for teams to achieve high performance.

- **Alignment:** There is a sense of common mission and purpose. We value cooperation, cohesion and interdependence. The team collectively owns their results.
- **Goals & Strategies:** The team has clear, challenging objectives; there is alignment on strategies and priorities. Objectives are linked to recognition, rewards and compensation. The team is highly resilient and not easily defeated in their goals.
- **Accountability:** There is clarity of roles and responsibilities with high follow through. When problems arise the team responds. Team members actively hold each other accountable for team agreements.
- **Proactive:** Change is embraced and seen as vital to this team and to the larger organization. The team is nimble and flexible in addressing opportunities for change, responding positively and creatively.
- **Decision Making:** The team has clear and efficient decision making processes, which have proven effective over time.
- **Resources:** The team clearly requests, obtains and manages adequate resources and training to meet its objectives. There is sufficient expertise to accomplish the team's objectives. There is an atmosphere of “win-win” rather than “zero sum game.”
- **Team Leadership:** The team leader exercises a broad range of situationally appropriate leadership styles and effectively addresses incompetence on the team.

The Model — Productivity Strengths



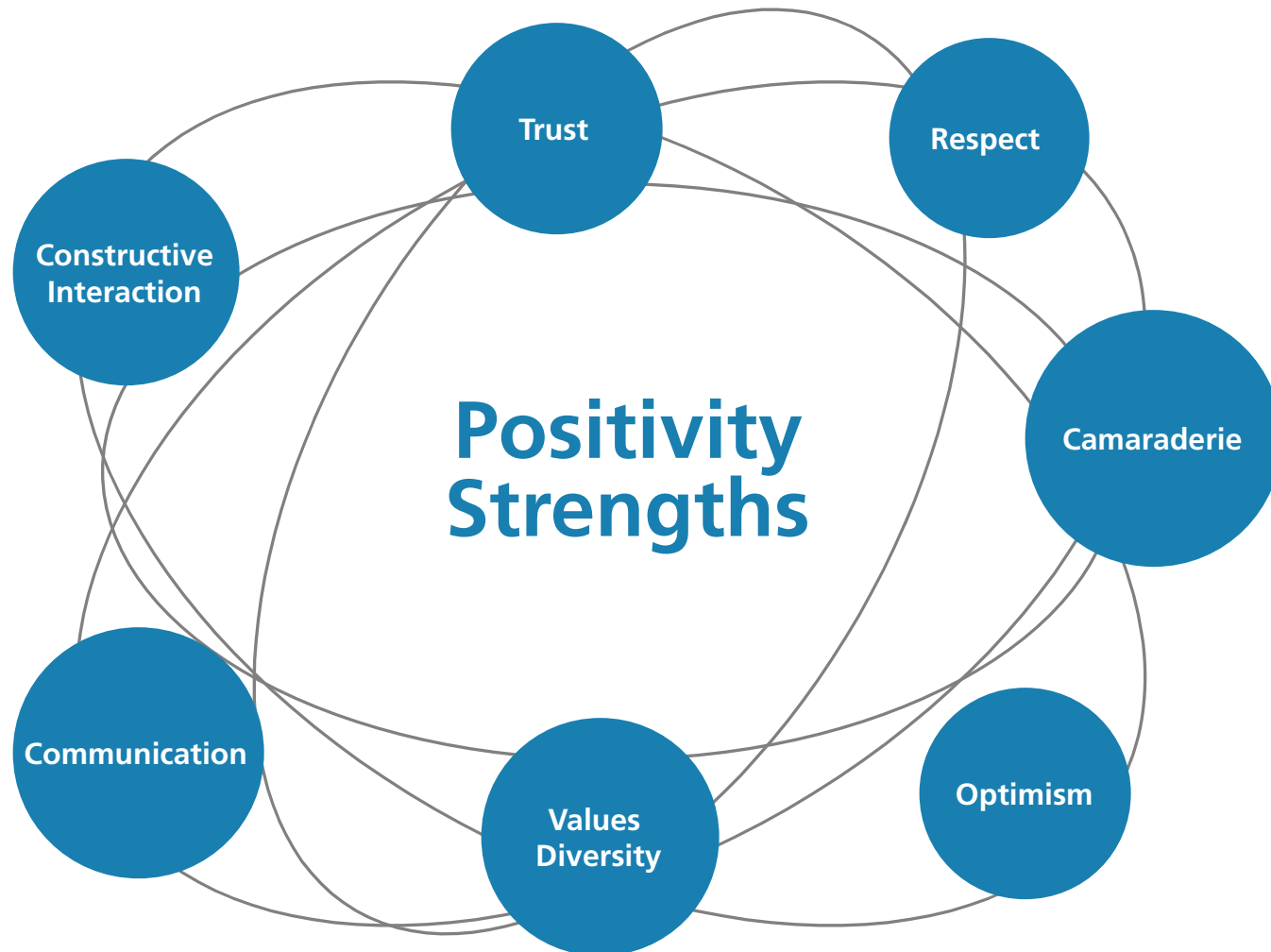
The Model — Positivity



Positivity strengths focus on the interrelationships between team members and the spirit or tone of the team as a system. The seven strengths in the Team Diagnostic Model™ are drawn from a number of research sources including Emotional Intelligence, Positive Psychology, and academic research into relationships that work.

- ***Trust:*** It is safe on this team to speak your mind, openly. We can count on each other; we are reliable. The team does not operate in a fear-based environment.
- ***Respect:*** There is an atmosphere of mutual respect and genuine positive regard. Contempt and hostility are not tolerated. We empower other members of the team to contribute.
- ***Camaraderie:*** There is a strong sense of belonging to the team. The team celebrates and acknowledges accomplishments. Empathy, playfulness and humor are present.
- ***Communication:*** Clear and efficient communication is valued over less direct approaches such as politicizing, gossiping, or stonewalling.
- ***Constructive Interaction:*** Conflict is seen as providing an opportunity for discovery, growth and creativity. The team avoids criticizing, defensiveness and finger pointing. We give and receive feedback well.
- ***Values Diversity:*** The team is open-minded and values differences in ideas, backgrounds, perspectives, personalities, approaches and lifestyles. Diversity is considered vital.
- ***Optimism:*** The team has an inspiring shared vision. They are enthusiastic, forward looking and appreciative of each other. There are low levels of cynicism, pessimism, helplessness, hopelessness or dwelling in the past.

The Model — Positivity Strengths



The Model — Productivity/Positivity

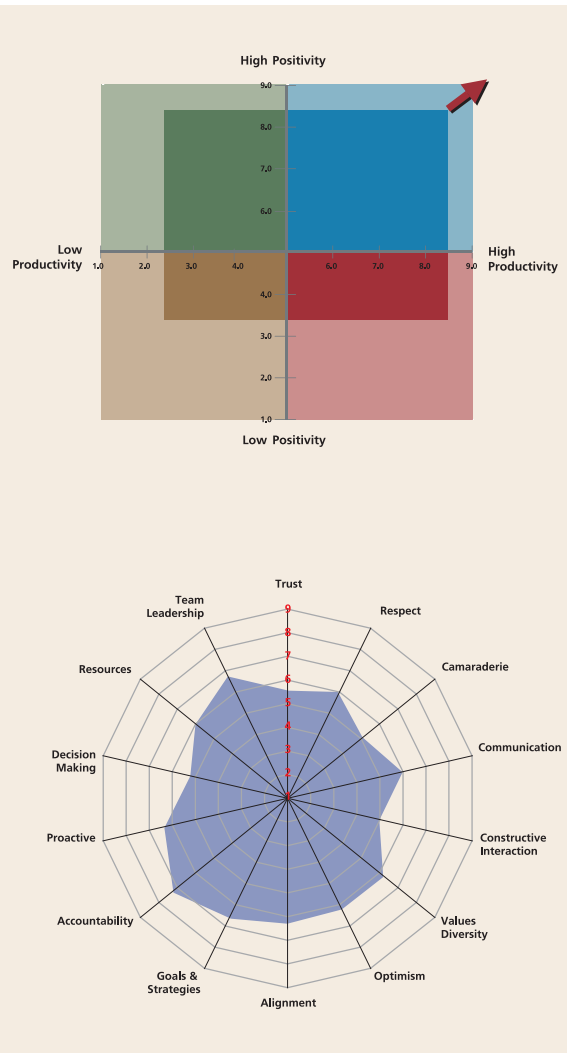


“Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results.”

— Andrew Carnegie

The fuel that Carnegie refers to is a high-energy mixture of equal parts productivity strengths and positivity strengths. Typically, organizations focus on the productivity measures; they are a clear, direct way to impact results. Research continues to show however, that organizations that focus on positivity, improve productivity.

Multiple Views

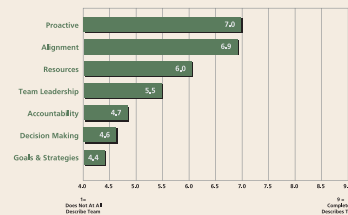


The Team Diagnostic Assessment™ provides multiple views of the team created from the collected data. Each view adds to the total picture of the team; the different layers allow the team to mine deeply from the instrument.

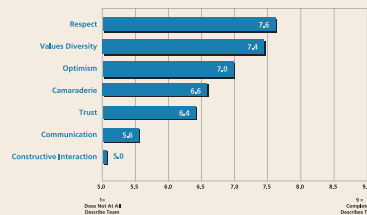
- ***Quad Diagram. The “Footprint”***
Shows the range of the highest and lowest scores on statements in the assessment: productivity on one axis and positivity on the other. The box created by this selection shows the orientation of the team on this matrix.
- ***Polar Diagram***
The Polar Diagram provides the first composite view of the team using scores from seven productivity strengths and seven positivity strengths. In this visual, team members can easily see their strongest and weakest areas and see the potential for improvement. The ideal team would score at “9” all around the outer circumference. The various shapes that appear often start the early conversation.

Multiple Views

Productivity Strengths Rating



Positivity Strengths Rating



HIGHEST	Rating	LOWEST	Rating
We are highly diverse in our individual skills and work styles.	7.7	Symptoms of burnout are not present on our team.	2.6
In spite of limited resources, we find ways to accomplish our objectives.	4.7	Our team seeks sufficient input in decision making.	2.5
There is not significant incompetence operating on our team.	4.5	We have set challenging goals/objectives for our team.	2.5
There is not a "zero" sum game mentality on the team where my gains become someone else's losses.	4.4	We are aligned on our priorities and strategies.	2.5
We do not make excuses when the job doesn't get done.	4.4	We are cohesive as a team and work together well together.	2.2

HIGHEST	Rating	LOWEST	Rating
I enjoy working with the members of this team.	5.4	We draw out all opinions on our team, even the unpopular opinions.	2.3
We do not operate in a fear-based environment.	5.0	We have an inspiring shared organizational vision.	2.1
On our team we do not "sugar coat" the truth to avoid upset or hurt someone's feelings.	4.9	We have team agreements regarding how we interact when conflict arises.	2.1
We do not avoid conflict.	4.8	We trust each other enough to reveal our vulnerabilities at the group level.	2.0
There is not an underlying sense of helplessness and hopelessness on our team.	4.3	Our team knows how to work through conflict constructively.	1.6

- **Bar Charts**

The bar charts break out the seven productivity strengths and seven positivity strengths and put them in rank order from highest score to lowest. The bar charts are also a quick visual reference to “the gap” — the distance between the team scores of today and the “9” that is the ideal and goal to strive for.

- **High 5 and Low 5 for Productivity and Positivity**

The assessment shows the five responses that received the highest scores and the five responses that scored the lowest in both the productivity category and positivity.

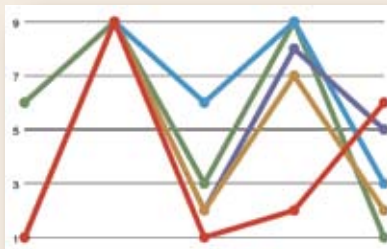
On the “high side,” you will encounter the dreams of the team and the inspiration that keeps them together.

The “low side” consistently reveals prime areas for on-going team development.

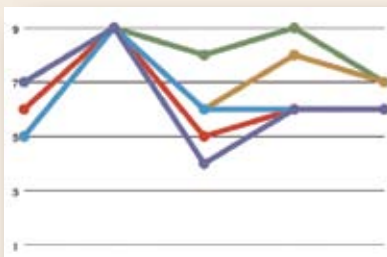
Multiple Views

Q: What are the Top 3 strengths of this team?

LEAST AGREEMENT



MOST AGREEMENT



- ***Open-Ended Questions***
We have now moved from the high-altitude meta-view of this team to hearing from individual voices. The identity of the voices is still hidden but individual voices are represented — and because they are anonymous, each voice is given equal weight.
- ***Least Agreement/Most Agreement***
These two graphs show where the team is having very different perceptions and where there is general agreement. The Least Agreement graph shows the widest range of divergent opinion on a short selection of questions. The second graph, Most Agreement, shows a high level of congruence on a short selection of questions. On this second graph, even if the scores are low there is more nearly consensus about the team's opinion in these areas. The statements on these two graphs reveal another layer of information about the team.
- ***Multiple Views***
The different views provide different angles on the system, and different lenses to view that system. Combined, these elements create an extraordinarily deep portrait of the team.

Your Team Results



“When a team outgrows individual performance and learns team performance, excellence becomes a reality.”

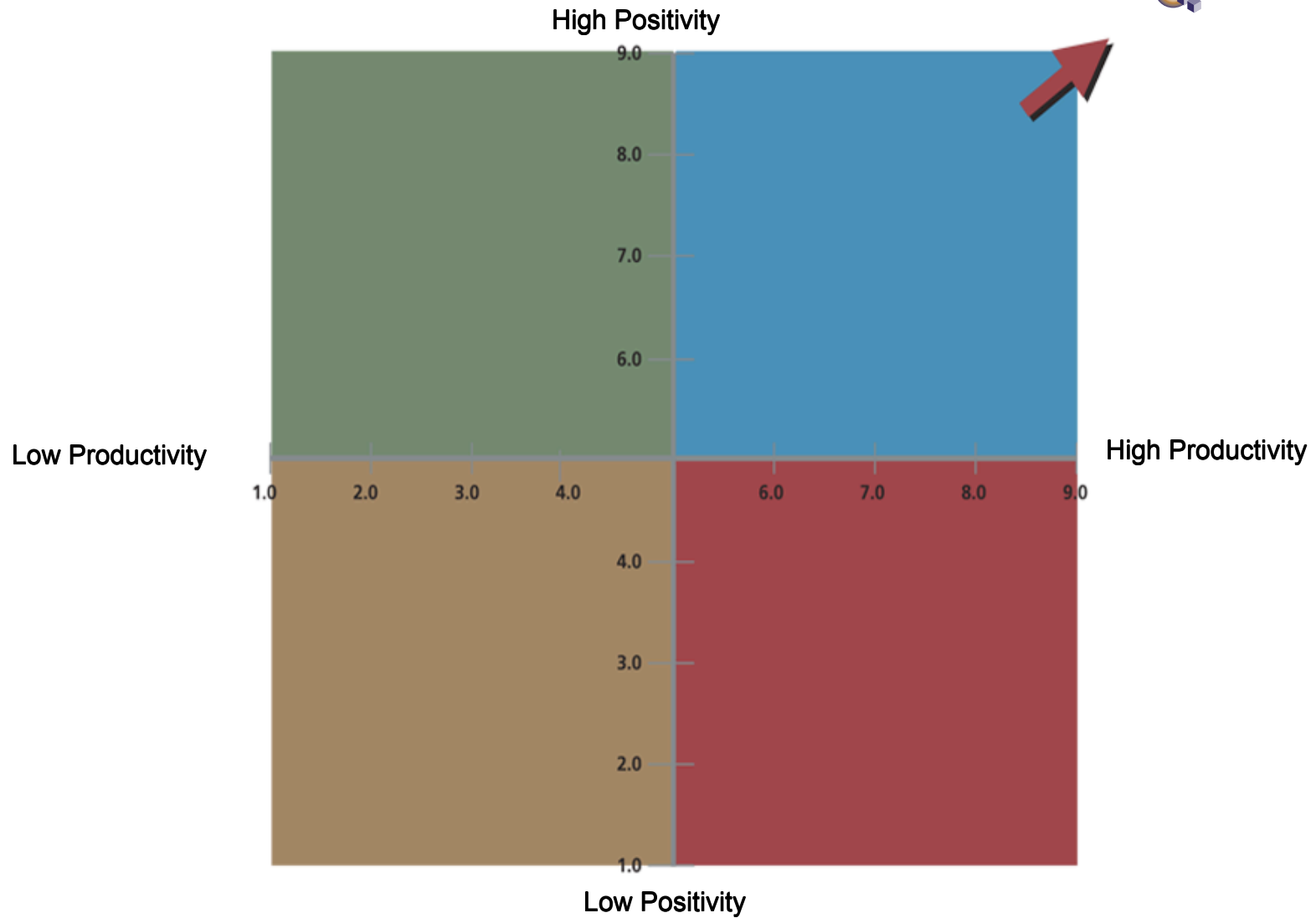
— Joe Paterno



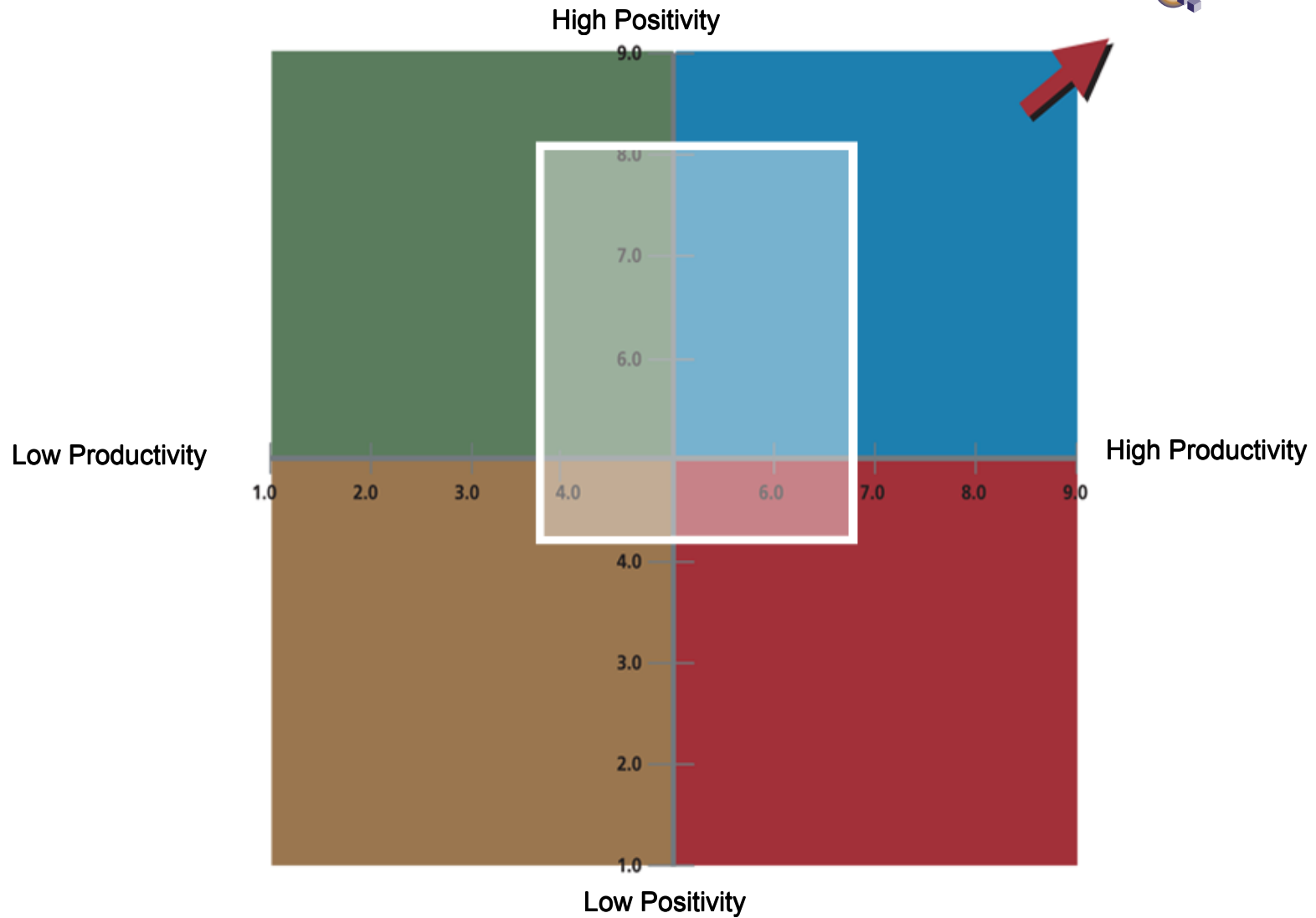
Your Team Results



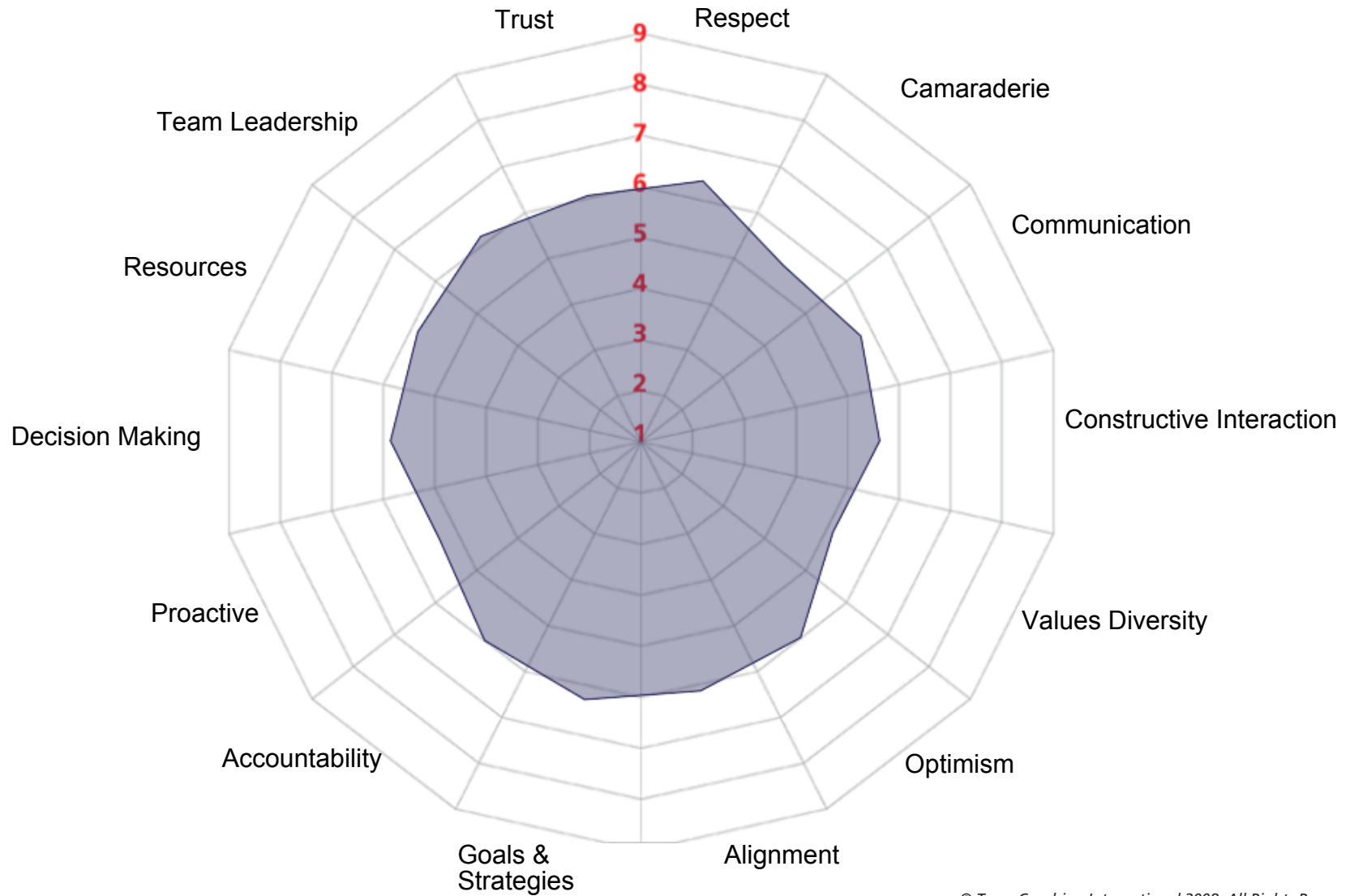
Team Matrix Position



Team Matrix Position



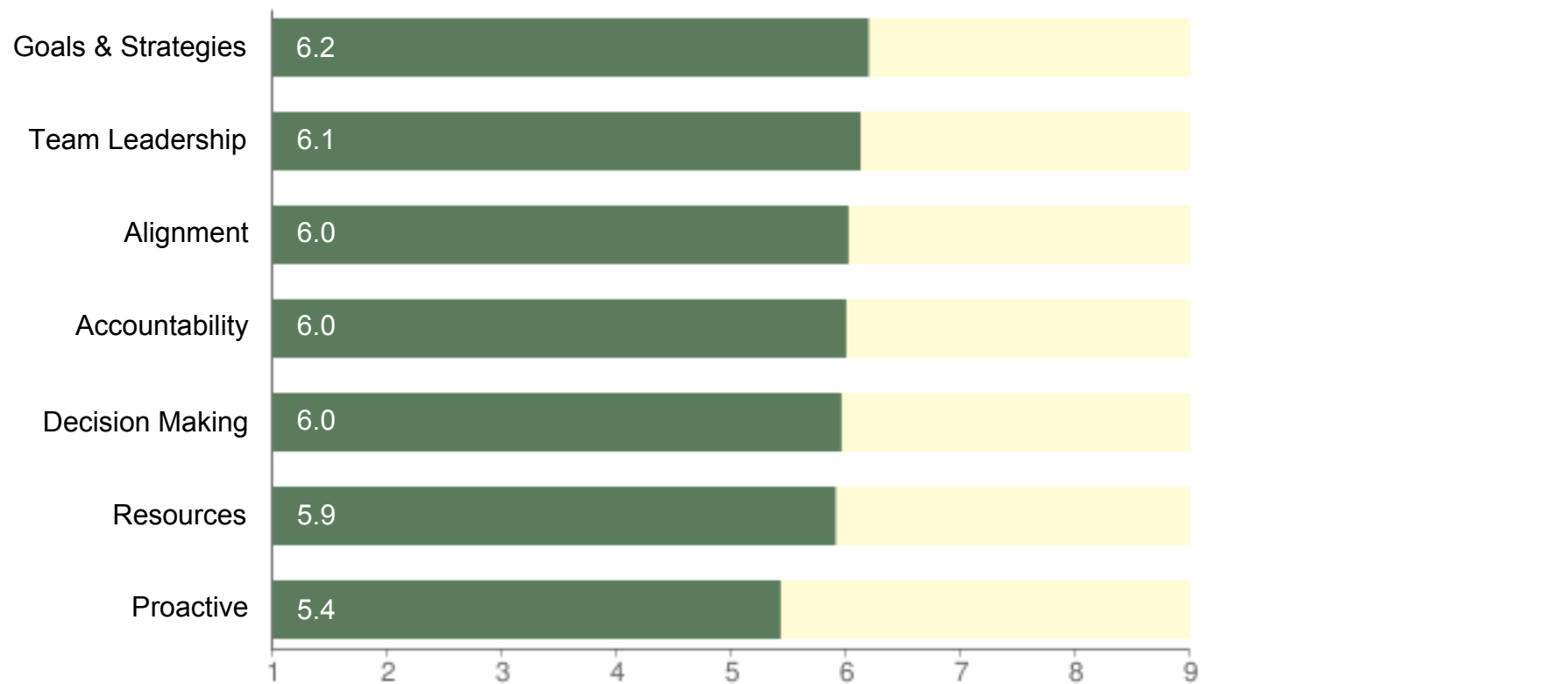
Polar Diagram



Productivity Strengths



Productivity Strengths Rating



"1" = Does Not At All Describe Our Team

"9" = Completely Describes Our Team

Measuring the System



Highest and Lowest Productivity Ratings

Team goal is a score of "9" = Completely Describes Our Team

HIGHEST Rating

Our team seeks sufficient input in decision making. 6.8

Symptoms of burnout are not present on our team. 6.8

We have set challenging goals/objectives for our team. 6.8

We are highly diverse in our individual skills and work styles. 6.7

There is not ongoing confusion over roles and responsibilities. 6.7

LOWEST Rating

Creativity is one of our strengths as a team. 5.0

We have an efficient decision-making process. 4.9

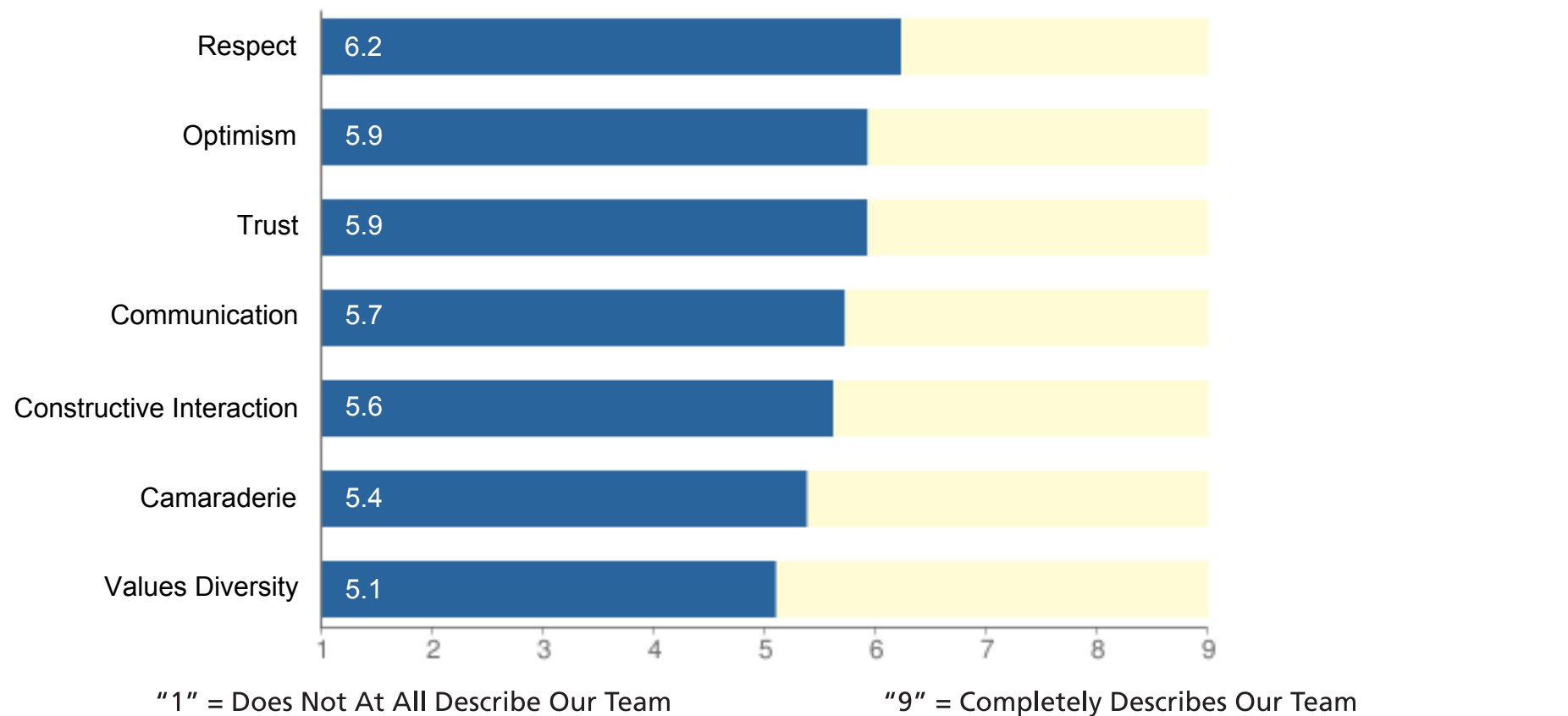
Our team has the flexibility to respond to change. 4.7

We welcome change and do not prefer to maintain the status quo. 4.5

Turf protection is not prevalent on our team. 3.7

Positivity Strengths

Positivity Strengths Rating



Measuring the System



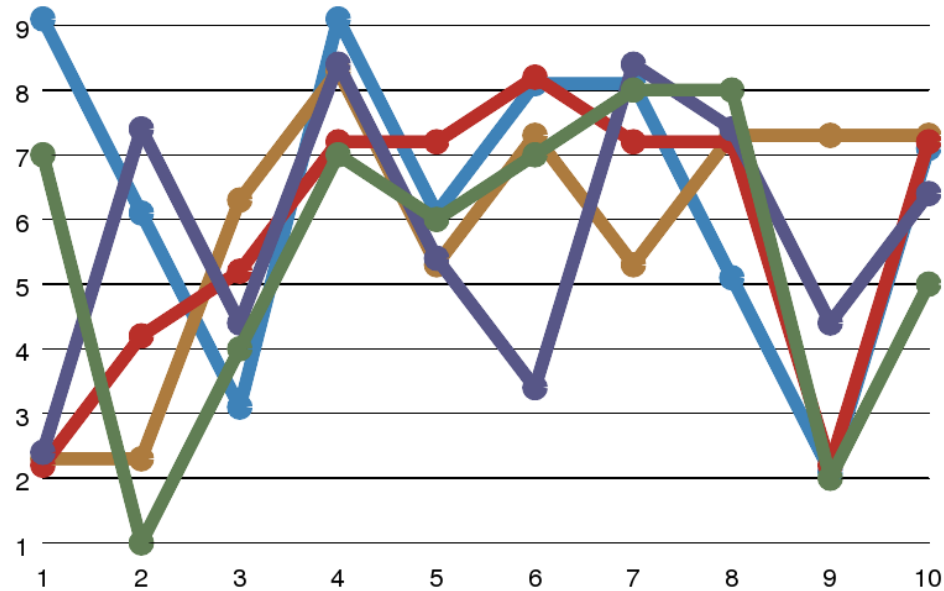
Highest and Lowest Positivity Ratings

Team goal is a score of "9" = Completely Describes Our Team

HIGHEST	Rating
We do not operate in a fear-based environment.	8.1
Cynicism is not prevalent on our team.	6.7
We do not speak with contempt about other team members.	6.6
We have an inspiring shared organizational vision.	6.6
We do not engage in gossip about our teammates.	6.6

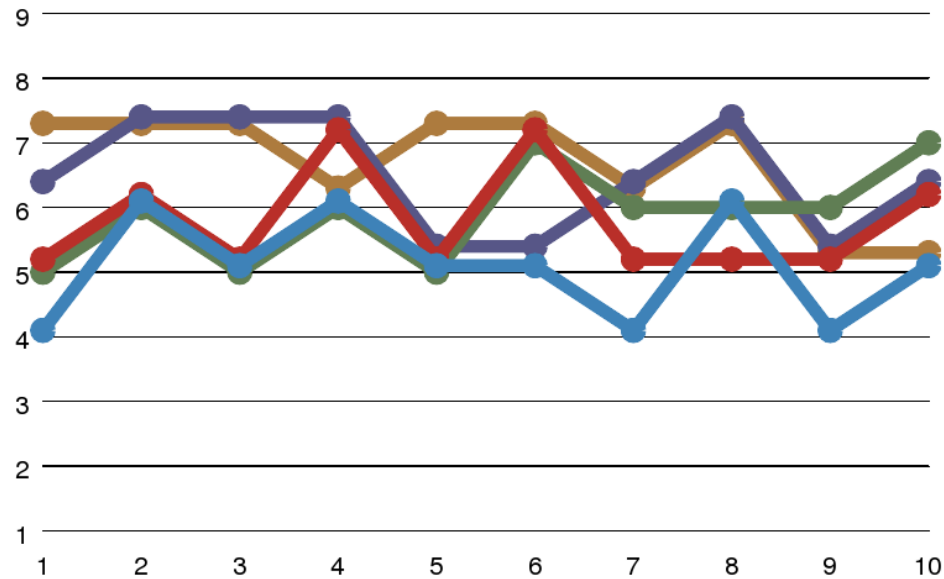
LOWEST	Rating
We do not tend to dwell on our team's past difficulties.	4.7
New or controversial ideas are not discouraged.	4.4
We trust each other enough to reveal our vulnerabilities at the group level.	4.4
On our team people do not become defensive when mistakes are pointed out.	4.2
We have team agreements regarding how we interact when conflict arises.	4.2

Least Agreement



- 1 Recognition, rewards and compensation are linked to performance on our team.
- 2 There is not an underlying sense of helplessness and hopelessness on our team.
- 3 On our team people do not tend to say, "It's not my job," when problems arise.
- 4 We revisit bad decisions to explore alternatives.
- 5 Members do not withdraw from communication or respond emotionally when problems arise.

Most Agreement



- 1 We bring optimism to our work together.
- 2 Creativity is one of our strengths as a team.
- 3 We are cohesive as a team and work well together.
- 4 Our team leader exercises a broad range of appropriate leadership styles depending on the situation.
- 5 We have a strong record for making smart decisions as a team.

Open-Ended Questions

These are the results of the Team Assessment questions. Due to the number and length of responses, please note that responses may display on multiple pages.

ΠΩΣ ΘΑ ΠΕΡΙΕΓΡΑΦΕΣ ΤΗΝ ΟΜΑΔΑ ΟΠΩΣ ΤΗΝ ΖΕΙΣ ΣΗΜΕΡΑ; ΠΟΙΑ ΤΑ ΔΥΝΑΤΑ ΚΑΙ ΠΟΙΑ ΤΑ ΑΔΥΝΑΤΑ ΣΗΜΕΙΑ ΤΗΣ;

Δυνατά σημεία:

- επίτευξη στόχων
- τεχνογνωσία
- εμπειρία

αδύνατα σημεία:

- διστακτικότητα σε αλλαγές
- ανεξαρτητοποίηση μελών κάποιες φορές
- έλλειψη οργάνωσης

Προσανατολισμένη στους στόχους,αλλα μερικές φορές με έλλειψη ευελιξίας όταν πρόκειται για δύσκολες καταστάσεις και "σκεπτική" μπροστά σε αλλαγές.

Ομάδα με μεγάλη προίτηρεσία.Έμπειρη ομάδα,αποτελεσματική ,χρειάζεται εκπαίδευση και ποιό ανοιχτό μυαλό.

ΔΥΝΑΤΑ
ΜΕΓΑΛΗ ΕΜΠΕΙΡΙΑ ΣΤΟ ΧΩΡΟ ΤΗΣ ΕΤΑΙΡΕΙΑΣ
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ΣΥΝΕΠΕΙΑ

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Η ΟΜΑΔΑ ΜΑΣ ΕΧΕΙ ΔΥΝΑΜΙΚΟ, ΩΡΙΜΟΤΗΤΑ, ΕΜΠΕΙΡΙΑ, ΤΕΧΝΟΓΝΩΣΙΑ ΣΤΟ ΧΩΡΟ ΜΑΣ ΚΑΙ ΜΠΟΡΕΙ ΝΑ ΦΘΑΣΕΙ ΨΗΛΟΤΕΡΑ. ΑΥΤΟ ΠΟΥ ΜΑΣ ΛΕΙΠΕΙ ΕΙΝΑΙ Η ΠΡΟΔΙΑΘΕΣΗ ΓΙΑ ΑΛΛΑΓΕΣ ΚΑΙ Η ΔΥΝΑΤΟΤΗΤΑ ΝΑ ΒΓΑΙΝΟΥΜΕ ΑΠΟ ΤΟ ΚΟΥΤΙ ΤΩΝ ΠΟΛΥΕΤΩΝ ΣΥΝΗΘΕΙΩΝ ΜΑΣ. ΕΠΙΣΗΣ ΑΠΟΦΕΥΓΟΥΜΕ ΤΑ ΡΙΣΚΑ ΚΑΙ ΤΙΣ ΤΟΛΜΗΡΕΣ ΕΠΙΔΙΩΞΕΙΣ.

Τα μέλη της ομάδας έχουν καλή συνοχή μεταξύ τους - ιδιαίτερα στις δυσκολίες, εμπειρία στην συγκεκριμένη αγορά, δυνατή εταιρική συνείδηση - είναι άνθρωποι της εταιρείας δηλαδή. Αδύνατο σημείο πιθανόν μπορεί να θεωρηθεί η διαφορετική σκοπιά που κοιτάζουν τον τελικό στόχο και μια "καλυμμένη" συντηρητικότητα. Θα μπορούσα να χαρακτηρίσω την Ομάδα σαν ένα κλασικό ρούχο το οποίο είναι μεν διαχρονικό αλλά κάποιες φορές θέλεις και λίγο το μοντέρνο. Μοντέρνο με την έννοια της καινοτομίας στις διαδικασίες, της ρήξης με το παραδοσιακό τρόπο δουλειάς, του να δοκιμάσουμε και κάτι άλλο κ.λ.π

Η ομάδα κινείται προς τον κοινό στόχο της επιτευξης του 2012. Δυνατά σημεία ,ευγενής ανταγωνιστικότητα και φιλοτιμίες προσπάθειες στις δυσκολες καταστασεις.
Αδυνατα σημεία ,ελλιψη κατανοησης της δουλειας του αλλου και ελλειψη πορων κι εφοδιων.

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ΔΥΝΑΤΑ ΣΗΜΕΙΑ

Συνεχης προσπαθεια μελων τις ομαδας για καλυψη των αδυναμιων της.

Πιστη στην εταιρεια και προοπτικες για το μελλον.

Γνωση των αδυναμιων που υπαρχουν και πρεπει να βελτιωθουν(εξαληφθουν).

Ομαδα.

ΑΔΥΝΑΤΑ ΣΗΜΕΙΑ

Μεγαλυτερη διαθεση για την λυση των προβληματων συναδελφου-πελατη.

Το προβλημα ειναι δικο ΜΑΣ οχι ΣΟΥ,ΤΟΥΣ

Open-Ended Questions

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ΠΟΙΕΣ ΕΙΝΑΙ ΟΙ 3 ΚΥΡΙΑΡΧΕΣ ΠΡΟΚΛΗΣΕΙΣ ΓΙΑ ΤΗΝ ΟΜΑΔΑ ΕΝ ΟΨΕΙ 2009;

1. Η αναδιοργάνωση της εταιρείας εν'οψη της μετακίνησης στα Οινόφυτα.
2. Η εταιρεία θα πρέπει να επανεξετάσει τον τρόπο διανομής και οργάνωσης των direct πωλήσεων σε μικρούς πελάτες. Επισημαίνω ότι δεν διαδωνώ με την "direct" στρατηγική. Θα πρέπει κατά την γνώμη μου να εξετάσει τους πόρους που διαθέτει στον τομέα αυτό σε σχέση με το οφελος που έχει. Και πιθανόν να βρούμε καλύτερες εναλλακτικές.
3. Η επιβίωση - ανάπτυξη της εταιρείας είναι για μένα μια διαρκής πρόκληση.

Η επίτευξη του budget, η μετεγκατάσταση στα Οινόφυτα και η αποτελεσματική λειτουργία της ομάδας ως ομάδα.

1. ΕΠΑΝΑΣΧΕΔΙΑΣΜΟΣ ΠΟΛΛΩΝ ΣΗΜΕΙΩΝ ΤΟΥ ΜΟΝΤΕΛΟΥ ΛΕΙΤΟΥΡΓΙΑΣ ΜΑΣ
2. ΠΡΟΣΑΡΜΟΓΗ ΣΕ ΣΥΝΘΗΚΕΣ ΠΙΟ ΣΤΕΝΗΣ ΣΥΝΕΡΓΑΣΙΑΣ
3. ΝΑ ΑΦΥΠΝΙΣΟΥΜΕ ΤΗΝ ΑΓΟΡΑ ΜΕ ΓΡΗΓΟΡΗ ΥΛΟΠΟΙΗΣΗ ΝΕΩΝ ΙΔΕΩΝ

1. innovative products
2. customer service
3. built a "one hand finger team"

1. Κυριαρχία εντός του ανταγωνισμού
2. Επενδύσεις
3. Ασφάλεια

ΑΠΟΤΕΛΕΣΜΑΤΙΚΕΣ - ΚΑΙΝΟΤΟΜΕΣ & ΕΞΥΠΝΕΣ ΑΠΟΦΑΣΕΙΣ

Open-Ended Questions

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ΠΟΙΕΣ ΕΙΝΑΙ ΟΙ 3 ΚΥΡΙΑΡΧΕΣ ΠΡΟΚΛΗΣΕΙΣ ΓΙΑ ΤΗΝ ΟΜΑΔΑ ΕΝ ΟΨΕΙ 2009;

ΔΙΑΤΗΡΗΣΗ ΤΩΝ ΠΩΛΗΣΕΩΝ ΣΕ ΚΩΔΙΚΟΥΣ ΠΟΥ ΕΙΝΑΙ ΧΡΟΝΙΑ ΣΤΗΝ ΑΓΟΡΑ
ΑΥΞΗΣΗ ΠΩΛΗΣΕΩΝ ΣΕ ΚΩΔΙΚΟΥΣ ΠΟΥ ΕΙΜΑΣΤΕ ΠΡΩΤΟΠΟΡΟΙ ΚΑΙ ΟΙ ΜΟΝΟΙ ΣΤΗΝ ΑΓΟΡΑ
ΣΥΝΕΙΣΦΟΡΑ ΤΟΥ MARKETING ΣΤΗΝ ΒΕΛΤΙΩΣΗ ΤΩΝ ΠΩΛΗΣΕΩΝ ΚΑΙ ΤΟΥ IMAGE ΤΩΝ ΠΡΟΪΟΝΤΩΝ ΤΗΝ ΕΤΑΙΡΙΑΣ

1. Νέες κατηγορίες προϊόντων/ νέες γραμμές
 2. Νέα κανάλια πωλήσεων
 3. Μετακόμιση και συμβίωση των εργαζομένων Αθήνας και Οινοφύτων στο νέο Εργοστάσιο
-

Επιτευξη του budget της εταιρειας.
Υλοποίηση των επενδυσων στα Οινοφυτα και ισχυροποιηση και μεγιστοποιηση της θεσης της εταιρειας στην αγορα.

- 1.Υλοποιηση αποφασεων στην Ερετρια ανεξαρτητα απο την καλη πορεια της εταιρειας.
 - 2.Υψηλος επαγγελματισμος και απο μεσαια στελεχη.
 - 3.Ανοιγμα νεων αγορων και υποκαταστηματος.
-

Open-Ended Questions

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ΤΙ ΠΙΣΤΕΥΕΙΣ ΟΤΙ ΣΤΗΡΙΞΕ ΚΑΙ ΤΙ ΔΥΣΚΟΛΕΨΕ ΤΗΝ ΟΜΑΔΑ ΓΙΑ ΝΑ ΑΠΟΔΩΣΕΙ ΑΚΟΜΑ ΚΑΛΥΤΕΡΑ ΤΟ 2008;

as i mentioned before 2 people changed positions from the bigining of 2008.it needs time to understand the new responsibilities. the sales team works as every year for better results and generally has a success. maybe if we were better organized oureselves the results would be higher.

Πέρυσι μας δυσκόλεψαν κάπως οι συνεχόμενες αυξήσεις στις core πρώτες ύλες και το ντόμινο αυξήσεων στην αγορά και κατ επέκταση και στα προϊόντα μας. Η εταιρεία μας πιθανόν να βρέθηκε στο πιο δύσκολο σημείο σε σχέση με τον ανταγωνισμό διότι ήδη θεωρούμασταν σαν "ακριβοί".

Τη δυσκόλεψε η γενικότερη οικονομική κατάσταση του πλανήτη

Τη στήριξε η εμπειρία, η τεχνογνωσία και η φήμη

Η κινητικότητα μερους της ομάδας και η αποφασιστικότητα υης καποιων μελων της βοηθησε στην επιτευξη της αποδοσης το 2008.

Η δυσκινησια καποιων μελων της ομάδας και η προσπαθεια καποιων να θεσουν πολλα θεματα ταυτοχρονα προς υλοποιηση τη στιγμή που δεν γινεται να υλοποιηθουν ολα μαζί(αυτοματο πιλοτα).

ΣΤΗΡΙΞΕ Η ΠΟΛΥΧΡΟΝΙΑ ΕΜΠΕΙΡΙΑ ΣΤΗΝ ΑΓΟΡΑ

ΔΥΣΚΟΛΕΨΕ Η ΑΠΑΙΤΟΥΜΕΝΗ ΣΥΝΕΡΓΑΣΙΑ ΜΕ ΤΗΝ ΝΕΑ ΓΕΝΙΚΗ ΔΙΕΥΘΥΝΣΗ

Open-Ended Questions

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ΤΙ ΠΙΣΤΕΥΕΙΣ ΟΤΙ ΣΤΗΡΙΞΕ ΚΑΙ ΤΙ ΔΥΣΚΟΛΕΨΕ ΤΗΝ ΟΜΑΔΑ ΓΙΑ ΝΑ ΑΠΟΔΩΣΕΙ ΑΚΟΜΑ ΚΑΛΥΤΕΡΑ ΤΟ 2008;

Μεγαλύτερη προσπάθεια στις δυσκολίες με ομαδικότητα και επαγγελματισμό από τα περισσότερα μέλη της ομάδας σε καλό κλίμα.

Περισσότερο χρόνο για εφαρμογή των αποφάσεων εάν τις πιστεύουμε.

Περισσότερο χρόνο για την κυρίως εργασία του καθενός εάν δεν αντικαθίσταται από άλλους.

Αντικατάσταση συναδέλφων που εφυγαν ή άλλαξαν θέση.

Ερασιτεχνισμός (μεσαία στελεχη).

ΔΕΝ ΕΧΕΙ ΒΡΕΙ ΠΩΣ ΑΚΡΙΒΩΣ ΘΑ ΥΛΟΠΟΙΗΣΕΙ ΤΟΥΣ ΣΤΟΧΟΥΣ ΤΗΣ ΑΛΛΑ ΤΟ ΟΤΙ ΒΡΙΣΚΕΤΑΙ ΣΕ ΑΝΑΖΗΤΗΣΗ ΕΙΝΑΙ ΕΝΘΑΡΥΤΙΚΟ ΓΙΑ ΤΗΝ ΠΡΑΓΜΑΤΟΠΟΙΗΣΗ ΤΟΥΣ

1. Την στήριξε αλλά και δυσκόλευσε η αύξηση των τιμών.

ΜΑΣ ΣΤΗΡΙΞΑΝ, Η ΥΠΑΡΞΗ ΚΟΙΝΑ ΑΠΟΔΕΚΤΩΝ ΣΤΟΧΩΝ ΚΑΙ ΕΠΙΔΙΩΞΕΩΝ, ΟΙ ΑΛΛΑΓΕΣ ΣΕ ΡΟΛΟΥΣ ΚΑΙ ΠΡΟΣΩΠΑ, Η ΣΤΗΡΙΞΗ ΑΠΟ ΤΑ ΚΕΝΤΡΙΚΑ, Η ΑΠΟΦΑΣΗ ΓΙΑ ΤΗΝ ΜΕΤΑΚΙΝΗΣΗ ΣΤΑ ΟΙΝΟΦΥΤΑ -- ΜΑΣ ΕΜΠΟΔΙΣΕ ΤΟ ΓΕΓΟΝΟΣ ΟΤΙ ΑΚΟΜΑ ΔΕΝ ΠΕΡΝΟΥΜΕ ΞΕΚΑΘΑΡΕΣ ΘΕΣΕΙΣ ΟΣΟ ΘΑ ΜΠΟΡΟΥΣΑΜΕ, ΕΧΟΥΜΕ ΠΕΡΙΘΩΡΙΑ ΜΕΓΑΛΥΤΕΡΗΣ ΕΜΠΙΣΤΟΣΥΝΗΣ, ΔΕΙΓΜΑΤΑ ΕΛΛΕΙΨΗΣ ΕΥΕΛΙΞΙΑΣ ΚΑΙ ΤΟ ΟΤΙ ΠΕΡΝΟΥΜΕ ΠΡΟΣΩΠΙΚΑ ΠΙΟ ΠΟΛΛΑ ΣΗΜΕΙΑ ΑΠΟ ΟΤΙ ΘΑ ΜΠΟΡΟΥΣΑΜΕ.

Αυτό που στήριξε την ομάδα ήταν ο καθορισμός κοινού στόχου "BLUE OCEAN" αποδεκτού από όλα τα μέλη. Αυτό που την δυσκόλευσε ήταν ο προσανατολισμός μερικών μελών στις προσωπικές φιλοδοξίες και στόχους.

Open-Ended Questions

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**ΤΙ ΠΙΣΤΕΥΕΙΣ ΟΤΙ ΣΤΗΡΙΞΕ ΚΑΙ ΤΙ ΔΥΣΚΟΛΕΨΕ ΤΗΝ ΟΜΑΔΑ ΓΙΑ
ΝΑ ΑΠΟΔΩΣΕΙ ΑΚΟΜΑ ΚΑΛΥΤΕΡΑ ΤΟ 2008;**

Open-Ended Questions

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ΤΙ ΘΑ ΑΛΛΑΖΕΣ - ΤΙ ΘΑ ΕΚΑΝΕΣ ΔΙΑΦΟΡΕΤΙΚΑ - ΓΙΑ ΝΑ ΣΥΝΕΙΣΦΕΡΕΙΣ ΣΤΗΝ ΒΕΛΤΙΩΣΗ ΤΗΣ ΑΠΟΔΟΣΗΣ ΤΗΣ ΔΙΟΙΚΗΤΙΚΗΣ ΟΜΑΔΑΣ;

1. Εκπαίδευση
2. Ευελιξία
3. Νέες ιδέες

- ΘΑ ΤΟΥΣ ΣΥΜΒΟΥΛΕΥΑ ΝΑ ΕΠΙΚΟΙΝΩΝΗΣΕΙ Ο ΚΑΘΕΝΑΣ ΠΕΡΙΣΣΟΤΕΡΟ ΜΕ ΤΗΝ ΟΜΑΔΑ ΤΟΥ & ΝΑ ΑΝΤΛΗΣΕΙ ΙΔΕΕΣ & ΕΝΘΟΥΣΙΑΣΜΟ ΑΠΟ ΑΥΤΟΥΣ

Εφ' όσον είχα πεισθεί για κάποιες αλλαγές ή βελτιώσεις θα εβαζα προτεραιότητες και θα προχωρούσα στην επομένη αφού είχα τελειώσει με την προηγούμενη.
Θα προσπαθούσα επίσης πριν πάρω μια απόφαση να ξέρω εάν η εταιρεία έχει προσφέρει τα αυτονοήτα (εκπαίδευση, κίνητρα, πολιτική της εταιρείας, κλπ).

ΘΑ ΠΛΗΣΙΑΣΩ ΑΚΟΜΑ ΠΙΟ ΠΟΛΥ ΤΑ ΑΛΛΑ ΜΕΛΗ ΓΙΑ ΝΑ ΤΑ ΚΑΤΑΛΑΒΩ ΚΑΙ ΘΑ ΤΑ ΒΟΗΘΗΣΩ ΝΑ ΓΙΝΟΥΝ ΠΙΟ ΤΟΛΜΗΡΑ.

Θα προσπαθούσα να κάνω όσο καλύτερα γίνεται την δουλειά με την μεγαλύτερη δυνατή συναίνεση.

ΘΑ ΒΕΛΤΙΩΝΑ ΤΗΝ ΜΕΤΑΞΥ ΤΗΣ ΕΠΙΚΟΙΝΩΝΙΑ ΚΑΙ ΣΧΕΣΕΙΣ ΩΣΤΕ ΝΑ ΜΟΙΡΑΖΟΜΑΣΤΕ ΤΟ ΙΔΙΟ ΟΡΑΜΑ ΜΕ ΤΑ ΙΔΙΑ ΜΕΣΑ ΕΠΙΤΕΥΞΗΣ ΤΟΥ

Open-Ended Questions

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ΤΙ ΘΑ ΑΛΛΑΖΕΣ - ΤΙ ΘΑ ΕΚΑΝΕΣ ΔΙΑΦΟΡΕΤΙΚΑ - ΓΙΑ ΝΑ ΣΥΝΕΙΣΦΕΡΕΙΣ ΣΤΗΝ ΒΕΛΤΙΩΣΗ ΤΗΣ ΑΠΟΔΟΣΗΣ ΤΗΣ ΔΙΟΙΚΗΤΙΚΗΣ ΟΜΑΔΑΣ;

Σε επίπεδο Management, διαπροσωπικών σχέσεων, και συναφή... θέματα μάλλον είμαστε σε καλό επίπεδο. Θεωρώ δεδομένο τα μικροπροβλήματα στις σχέσεις και στην μεταξύ μας επικοινωνία ορισμένες φορές, το βρίσκω ανθρώπινο και καμιά φορά θεμιτό - αφήστε που συμβαίνει και στις καλύτερες οικογένειες. Τα περισσότερα μέλη της ομάδας όμως έχουν αναπτύξει μακροχρόνια δυνατή σχέση με την εταιρεία η οποία σχέση έχει και οικονομικά ερίσματα. Η σχέση αυτή είναι πάνω από τα μικροπροβλήματα. Ασφαλώς βοηθάει και ο αλληλοσεβασμός που έχουν μεταξύ τους τα μέλη της ομάδας. Επομένως δεν θα έλεγα ότι υπάρχει κάτι εξαιρετικό για να κάνω. Ίσως λίγο περισσότερο promotion στις "αξίες" blue ocean θα βοηθούσε.

i would try to build a strong relation between each other by dinner or having a beer ,watching or playing a game etc.
i would try to persuade them what are my believes (dreams)for the company and to prove by actions

Υπομονή και ηρεμία, συγχρόνως με σκληρή δουλειά για την επίτευξη των στόχων του τμήματος και των κοινών στόχων

Θα ιεραρχούσα τα θέματα με προτεραιότητες και θα απογραφειοκρατούσα τα εσωτερικά ζητήματα της εταιρείας. Θα απλουστεύα διαδικασίες και θα προσπαθούσα να εφοδιάσω όλους με τα απαραίτητα.

Open-Ended Questions

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ΠΩΣ ΘΑ ΔΙΕΚΡΙΝΕΣ ΟΤΙ Η ΟΜΑΔΑ ΕΙΝΑΙ ΜΙΑ BLUE OCEAN ΟΜΑΔΑ ΣΤΗΝ ΑΓΟΡΑ ΤΗΣ ΤΟ 2009;

ΑΝ ΕΙΧΕ ΒΕΛΤΙΩΜΕΝΑ ΟΙΚΟΝΟΜΙΚΑ ΑΠΟΤΕΛΕΣΜΑΤΑ & ΕΚΤΙΜΗΣΗ ΑΠΟ ΤΟΥΣ ΣΥΝΕΡΓΑΤΕΣ ΤΗΣ

ΝΑ ΥΠΑΡΞΟΥΝ: ΝΕΕΣ, ΑΣΥΝΗΘΙΣΤΕΣ, ΤΟΛΜΗΡΕΣ ΕΝΕΡΓΕΙΕΣ ΠΡΟΒΟΛΗΣ ΚΑΙ ΠΡΟΩΘΗΣΗΣ. ΠΙΟ ΕΣΤΙΑΣΜΕΝΗ ΓΚΑΜΑ ΠΡΟΪΟΝΤΩΝ. ΣΤΕΝΟΤΕΡΗ ΣΥΝΕΡΓΑΣΙΑ ΜΕ ΔΙΑΝΟΜΕΙΣ. ΑΠΛΟΥΣΤΕΡΕΣ ΚΑΙ ΠΙΟ ΑΠΟΔΟΤΙΚΕΣ ΔΙΑΔΙΚΑΣΙΕΣ Π.Χ. LOGISTICS. ΑΝ ΤΟ ΜΗΝΙΑΙΟ INNOVATION SESSION ΕΙΝΑΙ ΠΡΑΓΜΑΤΙ INNOVATION SESSION, ΑΝΟΙΚΤΟ, ΘΕΤΙΚΟ, ΔΗΜΙΟΥΡΓΙΚΟ ΚΑΙ ΠΑΡΑΓΕΙ ΙΔΕΕΣ ΠΟΥ ΘΑ ΔΟΚΙΜΑΖΟΝΤΑΙ ΣΤΗΝ ΠΡΑΞΗ.

ΑΠΟ ΤΗΝ ΕΠΙΤΕΥΞΗ ΤΩΝ ΣΤΟΧΩΝ ΠΟΥ ΕΧΟΥΝ ΤΕΘΕΙ ΜΕΣΑ ΑΠΟ ΟΜΑΛΕΣ ΔΙΑΔΙΚΑΣΙΕΣ

Όταν έχει κοινό στόχο και λειτουργεί ενωμένα για την επίτευξη του.

Η διορατικότητα, η αποφασιστικότητα και η αγάπη καπιοων για το δημιουργημα της puratos ειναι αυτο που συμπαρασυρει και τους "εκτος ομαδας" στη προσπαθεια επιτευξης των οραματων μας.

ΕΑΝ ΟΛΗ Η ΑΓΟΡΑ ΜΙΛΟΥΣΕ ΓΙΑ ΕΜΑΣ ΜΕ ΤΑ ΚΑΛΗΤΕΡΑ ΛΟΓΙΑ, ΜΕ ΘΑΥΜΑΣΜΟ ΚΑΙ ΜΕ ΖΗΛΙΑ (ΜΕ ΤΗΝ ΚΑΛΗ ΤΗΝ ΕΝΝΟΙΑ). ΤΑ ΚΑΙΝΟΤΟΜΑ ΠΡΑΓΜΑΤΑ ΔΕ, ΘΑ ΗΤΑΝ ΕΝΑΣ ΤΡΟΠΟΣ ΠΙΟ ΓΡΗΓΟΡΗΣ ΑΝΑΓΝΩΡΗΣΗΣ ΑΠΟ ΤΗΝ ΑΓΟΡΑ

Θα πρέπει να διανύσουμε πολύ δρόμο ακόμα.

Open-Ended Questions

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ΠΩΣ ΘΑ ΔΙΕΚΡΙΝΕΣ ΟΤΙ Η ΟΜΑΔΑ ΕΙΝΑΙ ΜΙΑ BLUE OCEAN ΟΜΑΔΑ ΣΤΗΝ ΑΓΟΡΑ ΤΗΣ ΤΟ 2009;

Αν καταλαβαίνω σωστά την ερώτηση, να παραμείνει ακέραιη και να νοιάζετε ο ένας για τον άλλο, βάζοντας προβλήματα και ατυχίες του παρελθόντος πίσω μας

Όταν θα εβλεπα σε μια ανάγκη οποιουδήποτε πελατη εναν οποιοδηποτε απο τους 85 συναδελφους να ακουει και να προσπαθει να ικανοποιησει την αναγκη του.

On-Going Coaching



The most successful teams are characterized by:

Positivity

- Create processes and practices in communication and feedback
- Articulate behavioral norms
- Build in accountability

Productivity

- Address productivity issues: plans, goals, accountability

On-Going Team Development



Next Steps

The Team Diagnostic Assessment™ process has provided metrics to paint a portrait of the team as a system and given you detailed ways to measure and describe that system. What you have in your hands is an in-depth profile and an excellent benchmark, but as of now it is just data. It is what you and your team development professional do with it together that will make all the difference.

The profile and interpretation are enormously valuable in building awareness of the team's strengths and opportunities, and they are the means for creating stronger relationship for the road ahead. As a team you now have a shared picture and common language for the conversations that will follow. But the analysis and the insight will be wasted unless there is action for change and accountability for that change. The real impact of this process will be seen in new or different behavior. In a sense, the fundamental question at the end of all the analysis is, "Where do we go from here?"



Your Actions

Team Action Plan



Please use this action plan to identify action steps you will take as a result of your team training and Team Diagnostic™ results. Team Challenges represent areas of improvement for the team. The Actions/Changes should be specific steps you will take to address the team challenges. Action Outcomes are the results you will look for as a measurement of the effectiveness of the action steps. Evaluating the progress of your Team Action Plan will be a critical component of the Follow Up phone calls scheduled for your team.

TEAM CHALLENGES (That you identified from the Team Exercises and Team Diagnostic™.)	ACTIONS/CHANGES (That you are planning to implement derived from your key challenges. Be specific.)	ACTION OUTCOMES (How will you know your actions have made an impact? What will be different?)
1.	1.	1.
2.	2.	2.
3.	3.	3.

Notes





About Us

Our Mission...

**“To create sustainable, inspired,
high-performing teams.”**

***Extraordinary Tools for
Extraordinary Teams***

About Team Coaching International



We offer:

- ***Team Coaching*** that creates a new mindset: we take the focus off of individual team members' one-to-one relationships, and focus instead on the entity that is the team, what we call the third entity™.
- ***Mentoring and training programs*** to develop Team Coaches.
- ***On-going structures and team coaching processes*** that take the team from where they are to where they need to be in order to produce sustainable excellence.



Team Coaching International Process



Phases

1	2	3	4	5
Discovery Session	Team Diagnostic Deployed	Team Work Session	Follow-up Team Work	Follow-up Team Assessment
Description				
<ul style="list-style-type: none">• Outcomes defined for team development	<ul style="list-style-type: none">• On-line assessment completed• Reports generated	<ul style="list-style-type: none">• Deliver team report and team development off-site• Design next steps for on-going team development• Typically 2–5 days	<ul style="list-style-type: none">• One–two times per month for a fixed period, usually 6 months to one year	<ul style="list-style-type: none">• Creates a second benchmark and progress measure as a way to refine on-going team work and development

Contact Us



1001 Bridgeway #701, Sausalito, CA 94965

Office: 415 558-9838 | Toll Free: 800 655-3202

Email: info@teamcoachinginternational.com

Website: www.teamcoachinginternational.com

*Team Coaching International is headquartered in the San Francisco Bay Area.
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