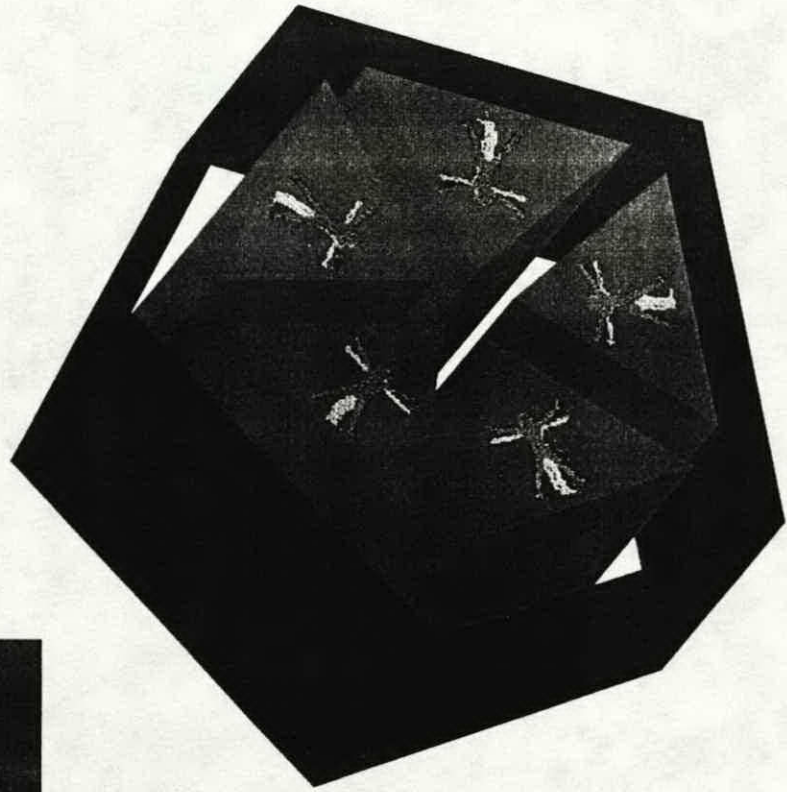
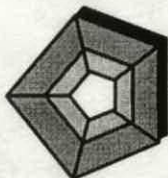


RealTeamsSM

The Team Capability Matrix



changeintegration[®]



The Team Capability Matrix

The Capability Range For Teams

Purpose:

The matrix that follows is a diagnostic instrument designed to assess the status of teams and team initiatives in your organization along 15 characteristics which have been identified as critical to the functioning of teams. The matrix can also be used to begin targeting pressure points in your organization's teams through the added perspective of an "optimal," or "targeted" level for each of these characteristics based on the specific needs, tasks and variables present in your organization.

Target Audience:

The Matrix is designed to address trends in the teams or team initiatives that exist in your organization. Unlike the RealTeams Surveys, which are designed specifically for team members and those managers or stakeholders directly involved with teams, the matrix can be administered to any organization member that is familiar with teams or has valuable input into how teams should be used in the future. This includes, but is not limited to, actual team members.

Instructions:

Please place a circle around the capability range (i.e., A, B, C, D, or E) which best describes the current capabilities of the team or teams to which you belong or with which you are familiar in your organization. Then place an "X" through the capability range which best describes the optimal level for the team or teams to strive for in your organization. On items with multiple bullet points, please mark a circle and an "X" across each row on the page. The following is a sample item from the matrix, with an example response indicated. Note that there is no "right answer" or absolute truth among these choices; simply choose that item which best describes your experience, or which you believe will make teams effective in the future.

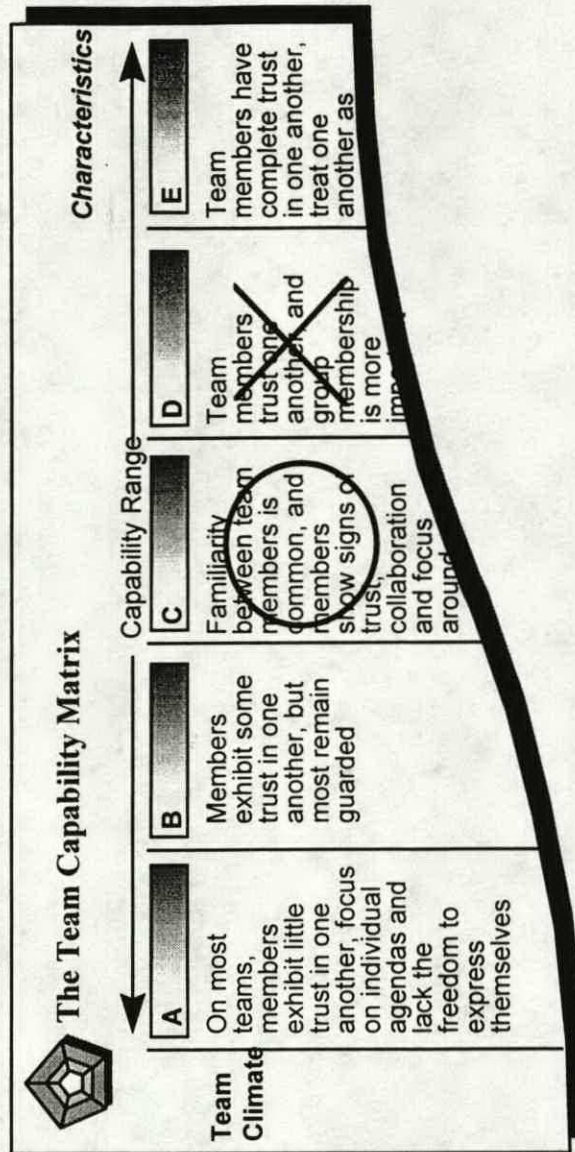
Note: The instructions above guide administration as a "pencil and paper" tool. However, the matrix can also be used with electronic meeting software, as a catalyst for facilitated discussion, or simply as an educational tool.

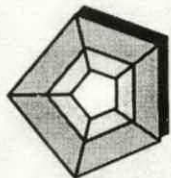
For purposes of this instrument, the following definitions apply:

Organization: Your organization as a total company.

Team: The team or teams to which you belong or with which you are familiar.

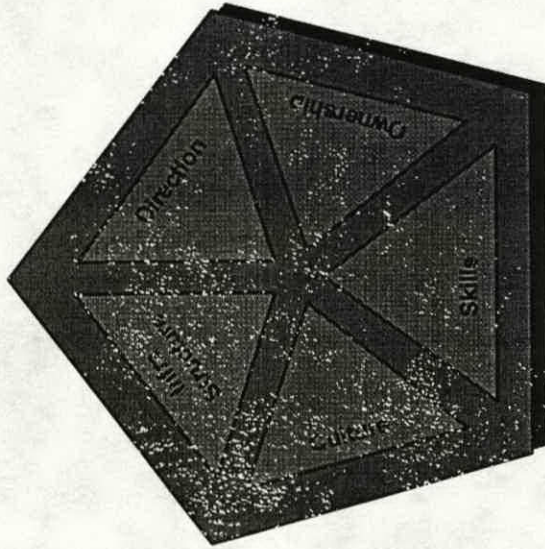
Management: Middle and senior management.
Customers & Suppliers: Internal and external customers and suppliers are those whom the team provides with products or services or who provide the team with the same.





The Team Capability Matrix

The Capability Range For Teams



Infrastructure

- Team Structure and Composition
- Management Systems

Direction

- Mission
- Goals
- Performance Measures

Culture

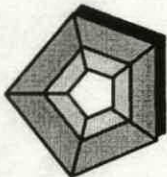
- Communication Team
- Organizational Norms
- Team Climate
- Customer and Supplier Orientation

Skills

- Team Skills
- Technical and Business Skills
- Management Skills

Ownership

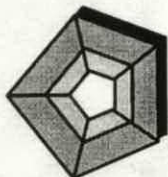
- Decision Making
- Process Ownership
- Budget Ownership
- Resource Ownership
- HR Ownership



The Team Capability Matrix

Direction

Mission	←	Capability Range		→	
Organization Mission	A <ul style="list-style-type: none"> The organization does not have a mission statement. 	B <ul style="list-style-type: none"> The organization has a mission statement. 	C <ul style="list-style-type: none"> Both the organization and the teams have mission statements. 	D <ul style="list-style-type: none"> Both the organization and the teams have mission statements that are clear. 	E <ul style="list-style-type: none"> Both the organization and the teams have written mission statements that are clear.
Team Mission	<ul style="list-style-type: none"> The teams do not have mission statements. 	<ul style="list-style-type: none"> The teams have mission statements that are not clearly understood. 	<ul style="list-style-type: none"> The mission statements of the teams are generally in line with the organization's mission. 	<ul style="list-style-type: none"> The mission statements of the teams conform to the organization's mission. 	<ul style="list-style-type: none"> The mission statements of the teams complement the organization's mission.
Alignment	<ul style="list-style-type: none"> There is confusion about how the mission of the teams ties back to the strategic direction of the organization. 	<ul style="list-style-type: none"> Management and team members have some agreement about how the mission of the teams ties back to the strategic direction of the organization. 	<ul style="list-style-type: none"> Management and team members have agreement about how the mission of the teams ties back to the strategic direction of the organization. 	<ul style="list-style-type: none"> Management and team members have complete understanding about how the mission of the teams ties back to the strategic direction of the organization. 	



The Team Capability Matrix

Direction

Goals

Capability Range

A

- The organization has general goals and objectives. These goals may or may not be written down.

B

- The organization has formal goals and objectives that have been communicated. These goals may or may not be written down.

C

- The organization has a formal, written and communicated set of goals and objectives. These goals are generally consistent with the organization's mission. The goals are expressed in terms of the short-term and the long-term.

D

- The organization has a formal, written and well-communicated set of goals and objectives. These goals are generally consistent with the organization's mission. The goals are expressed in terms of the short-term and the long-term.

E

- The organization has a formal, written, comprehensive and well-communicated set of goals and objectives. These goals are consistent with the organization's mission, and if achieved, would allow the organization to meet its strategic objectives. The goals are expressed in terms of the short-term and the long-term.
- Teams have formal, written and well-communicated goals & objectives.
- Team goals are strongly aligned with the organization's goals. The teams can modify their goals and objectives in response to changing goals for the organization and/or in response to local customer and market requirements in their area.

Organization Goals

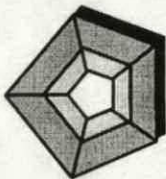
Team Goals

- Teams do not have goals and objectives.
- There is confusion about how team activities support the organization's goals and objectives.

- Teams have general goals and objectives.
- Team goals have some relationship to the organization's goals and objectives.

- Teams have formal goals and objectives.
- Team goals are generally aligned with the organization's goals.

- Teams have formal and well-communicated goals and objectives.
- Team goals are generally aligned with the organization's goals. The teams can modify their goals and objectives in response to changing goals for the organization.



The Team Capability Matrix

Direction

Performance Measurement

Organization Performance Measures

Team Performance Measures

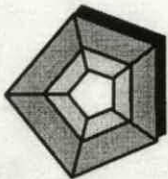
Criteria to assess performance measures should be:

Specific, measurable, achievable, realistic, challenging and related to time.

Cost/profit, quality and service

Capability Range

A	B	C	D	E
<ul style="list-style-type: none"> The organization's performance measures are not clear. 	<ul style="list-style-type: none"> The organization has a set of performance measures. These performance measures are aligned with the organization's goals and objectives. 	<ul style="list-style-type: none"> The organization has a formal and communicated set of performance measures. These performance measures are aligned with the organization's goals and objectives. The organization's progress according to performance measures is reported periodically. 	<ul style="list-style-type: none"> The organization has a formal, comprehensive and communicated set of performance measures. These performance measures are aligned with the organization's goals and objectives. The organization's progress according to these performance measures is reported periodically. 	<ul style="list-style-type: none"> The org. has a formal, comprehensive and well-communicated set of performance measures. These performance measures are aligned with, and used to gauge progress against, the organization's goals and objectives. The organization's progress according to these performance measures is reported periodically. The teams have a formal, comprehensive and well-communicated set of performance measures, which are aligned with the organization's goals and performance measures. The teams' performance gauge progress against their goal & objectives. The teams' performance measures are reported periodically to team members. The teams can modify their performance and targets to achieve continuous improvement and other changing goals and objectives.
<ul style="list-style-type: none"> Teams do not have specific measures of their own performance. 	<ul style="list-style-type: none"> The teams have some performance measures. These performance measures are generally aligned with the organization's goals. The teams' performance measures gauge progress against their goals and objectives. 	<ul style="list-style-type: none"> The teams have a formal and communicated set of performance measures. These performance measures are aligned with the organization's goals and performance measures. The teams' performance gauge progress against their goals and objectives. 	<ul style="list-style-type: none"> The teams have a formal and communicated set of performance measures. These performance measures are aligned with the organization's goals and performance measures. The teams' performance gauge progress against their goals and objectives. The teams' performance measures are reported periodically to team members. The teams can modify their performance measures to meet changing goals and objectives. 	

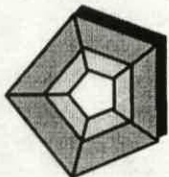


The Team Capability Matrix

Ownership

Decision Making and Rights

	←	Capability Range	→
Decision Pattern	A	<ul style="list-style-type: none"> Decisions are simply dictated directly to teams in the organization. Decision making authority of the organization's teams is not clear or articulated. Processes for making decisions and resolving conflict within teams in the organization do not exist. 	E
Clarity of Authority	B	<ul style="list-style-type: none"> Decisions are primarily dictated, though team leaders participate in some decisions. There is some confusion around roles in decision making. Processes for making decisions and resolving conflict have never been discussed, but are slowly evolving. 	D
Group Processes	C	<ul style="list-style-type: none"> Decision making authority rests largely on the team leaders. Teams have an intuitive understanding of what decisions they are responsible for. Teams are conscious about the need for clear processes. They have been discussed, but still lack mutual understanding between members. 	E

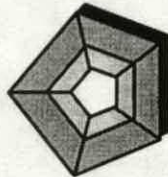


The Team Capability Matrix

Ownership

Budget
Ownership

	Capability Range		
A • The teams have no control over their budget and will not be held accountable for meeting budget objectives.	B • The teams have no control over their budget, but the teams are held partially accountable for meeting budget objectives.	C • The teams have partial control over their budget, and the teams are held partially accountable for meeting budget objectives.	D • The teams have partial control over their budget, but the teams are held totally accountable for meeting budget objectives.
			E • The teams have total control of their budget, and the teams are totally accountable for meeting budget objectives.

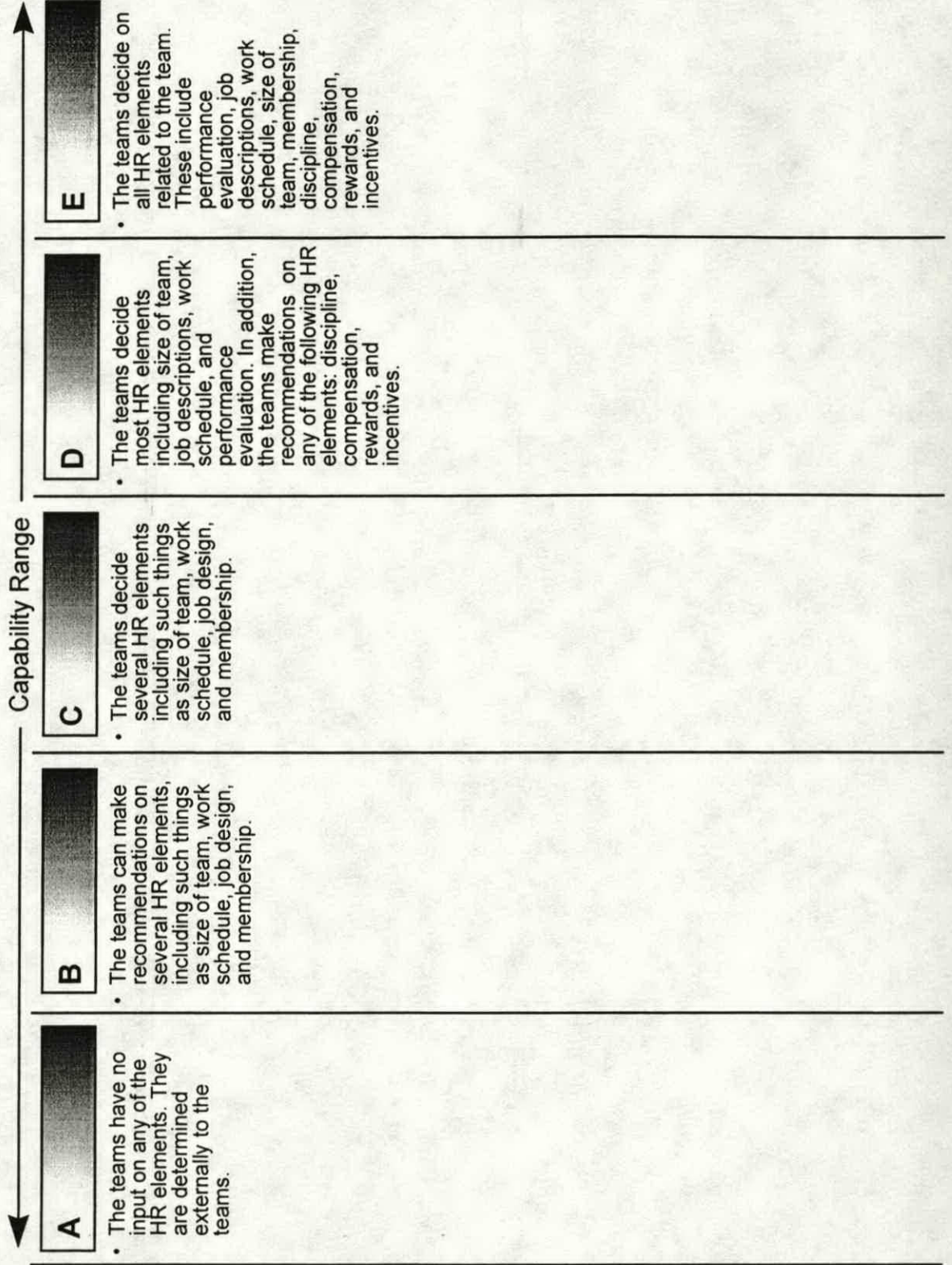


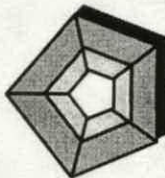
The Team Capability Matrix

Ownership

Human Resources Ownership (HR)

HR Processes:
Performance evaluation,
job design, membership,
compensation and
incentives (e.g., team-
specific rewards)





The Team Capability Matrix

Ownership

Process Ownership

	←	Capability Range		→
Level of Accountability	A	B	C	D
Design of Individual Tasks	A	B	C	D
Ability to Assign Roles in Work Process	A	B	C	D
Process Issues: Safety/environmental maintenance, housekeeping, work/vacation scheduling, production scheduling and administrative tasks	A	B	C	D
	E			E

Level of Accountability

Design of Individual Tasks

Ability to Assign Roles in Work Process

Process Issues:
Safety/environmental maintenance, housekeeping, work/vacation scheduling, production scheduling and administrative tasks

A

- The teams are not held accountable for the overall level of production and quality.
- Team members cannot control or change the individual tasks used to produce the good or service.
- Team members cannot change assigned roles.
- Team members have no control over the major process issue areas (process issues are listed to the left).

B

- The teams have partial accountability for level of production and product/service quality.
- Some or all team members have the ability to influence the tasks currently used to produce the good or service.
- Team members are assigned roles in the process but can change their assigned roles in consultation with management.
- Team members have limited control over some of the major process issue areas.

C

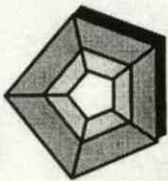
- Teams are held largely accountable for level of production and product/service quality.
- Management or other teams take the lead in working with some or all team members to design the tasks used to produce the good or service.
- Team members can change their assigned roles without consulting management or other teams, but cannot change the roles themselves.
- Team members have moderate control over some of the major process issue areas.

D

- Teams are held totally accountable for level of production and product/service quality.
- Team members take the lead in working with management or other teams to design the tasks used to produce the good or service.
- Team members can change their assigned roles without consulting management or other teams and work with management and other teams to decide the roles themselves.
- Team members have moderate control over most or all of the major process issue areas.

E

- Teams are held totally accountable for level of production and product/service quality.
- Team members have total control over the design of the tasks used to produce the good or service.
- Team members decide the roles in the process and assignments; neither management nor any other team has substantial influence over the roles and assignments.
- Team members have total control over the major process issue areas.

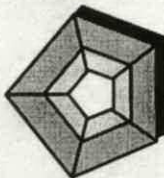


The Team Capability Matrix

Ownership

Resource
Ownership

	←	Capability Range	→
A	<ul style="list-style-type: none">The teams have no control over obtaining resources required for their success.	B	<ul style="list-style-type: none">The teams have limited control over obtaining resources required for their success. The teams can submit a request for resources, but they need management approval to be processed.
C	<ul style="list-style-type: none">The teams have moderate control over obtaining resources required for their success. This includes access to only one of the following: company information, production support, facilities, hardware and software, and support staff.	D	<ul style="list-style-type: none">The teams have substantial control over obtaining resources required for their success. This includes access to most of the following: company and industry information, production support, facilities, hardware and software, and support staff.
E	<ul style="list-style-type: none">The teams can obtain all resources required for their success. This includes company and industry information, production support, facilities, hardware and software, and support staff.		



The Team Capability Matrix

Skills

Skills

Basic Team Skills:

Interpersonal, Group Dynamics, Problem Solving, Facilitation, Team Learning and Motivation, Team Decision Making, Conflict Resolution, Management of Diversity, Conducting Effective Meetings and Brainstorming

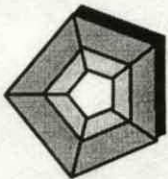
Team Process Skills (where appropriate):

Process mapping, Data Collection and Display, Customer Requirements, Planning Improvements, Standardizing Improvements, Statistical Process Control (SPC)

Technical and Business Skills:

Degree Team members possess the necessary technical and business skills to complete the required work as a team

Capability Range		Skills
A	<ul style="list-style-type: none"> No team member has been trained in basic and appropriate team process skills. Team members possess few of the skills listed to the left. 	<ul style="list-style-type: none"> Team members have limited technical or business skills.
B	<ul style="list-style-type: none"> At least one team member has been trained in team basic and process skills (40 hrs/year), and/or team members possess 25% of the basic skills and appropriate process skills (basic team skills and process skills are listed to the left). 	<ul style="list-style-type: none"> Team members possess a limited amount of knowledge in technical and business skills outside their main responsibilities.
C	<ul style="list-style-type: none"> All team members have been trained in team basic and process skills (80 hrs/year) and at least one team member has received extensive training in teams, and/or team members possess 50% of the basic skills and appropriate process skills. 	<ul style="list-style-type: none"> Team members possess a moderate level of the technical and business skills required to function as a high performance team.
D	<ul style="list-style-type: none"> All team members have received substantial training in how to operate as a team (120 hours in three years), and/or team members possess 75% of the basic skills and appropriate process skills. 	<ul style="list-style-type: none"> Team members have substantial training in all technical and business skills required to function as a high performance team.
E	<ul style="list-style-type: none"> All team members have received extensive training in how to operate as a team (200 hours in three years), and/or team members possess 100% of the basic skills and appropriate process skills. 	<ul style="list-style-type: none"> Team members are totally trained in all technical and business skills required to function as a high performance team.

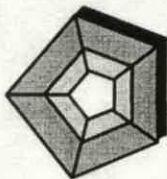


The Team Capability Matrix

Skills

Skills (cont.)

	← Capability Range →	
<p>Shared Skills or Knowledge <i>Answer one or the other:</i> Degree of Cross-Training in production/ technical skills, troubleshooting, and computer skills (business applications, standard software, maintenance, etc.);</p> <p>OR Degree of shared knowledge about the process (product/service) the team has responsibility for.</p> <p>(Based upon the team, choose either Degree of Cross-Training or Degree of Shared Knowledge)</p> <p>Management Skills: Ability to lead effective teams; facilitate communication, assemble and monitor resources; clarify direction, build team consensus and commitment, manage conflict, support team members, encourage feedback, reinforce performance and promote innovation.</p>	A	<ul style="list-style-type: none"> Team members are not trained in tasks which are the responsibility of other members of the teams; functioning of the teams will be severely impaired if any individual member leaves. <p>OR</p> <ul style="list-style-type: none"> Team members don't understand anything outside of their area of expertise regarding the process they are responsible for.
	B	<ul style="list-style-type: none"> Individual team members have knowledge of key skills of other team members. Some team members can switch roles if necessary and work can be continued, but performance is impacted. <p>OR</p> <ul style="list-style-type: none"> Team members have limited understanding of areas outside their expertise and the process for which they are responsible.
	C	<ul style="list-style-type: none"> All team members have a basic knowledge of the skills required to perform the entire operation. Work can be continued if team members' responsibilities are switched but performance may be impacted. <p>OR</p> <ul style="list-style-type: none"> Team members understand the basic process they are responsible for and have a basic understanding of other team members' contributions.
	D	<ul style="list-style-type: none"> Team members are cross trained, where appropriate, in all skills required to perform the entire operation. Individuals can be switched, where it applies, and performance impact is minimal. <p>OR</p> <ul style="list-style-type: none"> Team members have a good understanding of the total work process, and understand the impact of their work on others.
	E	<ul style="list-style-type: none"> Team members are totally cross trained in all skills required for high performance operation. Individuals can be switched from one task to another without having any impact on performance. <p>OR</p> <ul style="list-style-type: none"> Team members have an understanding of the process they are mutually responsible for, how each discipline contributes to the process, and how to produce synergy among team members.
	E	<ul style="list-style-type: none"> 100% of management has skills to facilitate team effectiveness and learning. They are recognized for these skills in the general business community.

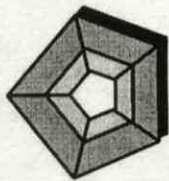


The Team Capability Matrix

Infrastructure

Management System

	Capability Range				
	A	B	C	D	E
Inter-Team Coordination:	<ul style="list-style-type: none"> Team operations frequently hinder or reverse achievements of other teams, and team members are unclear as to how the organization wishes to have the teams function. 	<ul style="list-style-type: none"> Team operations may hinder or reverse achievements of other teams and on some issues team members are unclear as to how the organization wishes to have the teams function. 	<ul style="list-style-type: none"> Although team operations do not effectively support the goals of other teams, team members have a basic understanding as to how the organization wishes to have the teams function. 	<ul style="list-style-type: none"> Teams work effectively with other teams, although team members have a limited understanding of some of the key issues about how the organization wishes to have the teams function. 	<ul style="list-style-type: none"> Teams work seamlessly with other teams towards the overall achievement of the organization's mission; in part this is enabled by a full understanding of the way the organization seeks to have teams act.
Inter-Team Conflict Resolution:	<ul style="list-style-type: none"> Management is unable to resolve disputes with teams, and decisions to reconcile issues that span teams are often reversed by management. 	<ul style="list-style-type: none"> Management expends considerable resources resolving disputes between teams and no formal process exists for issue resolution. 	<ul style="list-style-type: none"> Management has a formal process for identifying and resolving disputes between teams but still involves substantial resources in this process. 	<ul style="list-style-type: none"> Management has a formal process for identifying and resolving disputes between teams, and issue resolution involves limited management resources. 	<ul style="list-style-type: none"> Management involvement in resolving disputes is restricted to resolving key strategic issues.
Performance Evaluation	<ul style="list-style-type: none"> There is no performance evaluation process. 	<ul style="list-style-type: none"> There is a performance evaluation process. It is unclear how performance is judged and rated. 	<ul style="list-style-type: none"> There is a performance evaluation process. Goals/objectives are set annually to judge performance. Performance evaluations are based upon individual contributions only. 	<ul style="list-style-type: none"> There is a performance evaluation process. Goals/objectives are set annually to judge performance. Performance evaluations are based upon both individual and team performance. 	<ul style="list-style-type: none"> There is a performance evaluation and feedback process. Goals and objectives are set annually and periodically discussed with management and team members. The process links individual and team performance.
Rewards and Compensation	<ul style="list-style-type: none"> There is no link between rewards /compensation and performance. 	<ul style="list-style-type: none"> Although rewards and compensation may be linked, this relationship is unclear to most employees. 	<ul style="list-style-type: none"> Rewards and compensation are linked only to individual or team performance. 	<ul style="list-style-type: none"> Rewards and compensation are linked to performance for both individual and team contributing as to how it works. 	<ul style="list-style-type: none"> Rewards and compensation are clearly linked to performance both for individual and team contributions.



The Team Capability Matrix

Infrastructure

Team Structure and Composition

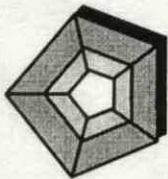
Team Member Levels

Capability Range

Team Diversity

Team Size

	A	B	C	D	E
Team Structure and Composition	<ul style="list-style-type: none"> Teams are limited to individuals from lower levels of the organization. 	<ul style="list-style-type: none"> Teams are limited to individuals from only a few levels in the organization. 	<ul style="list-style-type: none"> Teams are generally well represented by the middle and lower levels of the organization. 	<ul style="list-style-type: none"> Teams contain senior organization members who may or may not play a leadership role. 	<ul style="list-style-type: none"> Teams contain a cross section of individuals from across the organizational hierarchy. Membership is dictated by the team's mission and tasks.
Team Member Levels	<ul style="list-style-type: none"> Teams are very homogenous based on background and skill set. 	<ul style="list-style-type: none"> Teams are somewhat homogenous based on background and skill set. 	<ul style="list-style-type: none"> Teams contain a couple of unique individuals with backgrounds and skill sets outside of the group norms. 	<ul style="list-style-type: none"> Teams contain a number of differing groups with different backgrounds and skill sets. 	<ul style="list-style-type: none"> Teams contain such a variety of backgrounds and skill sets that there are no discernible norms.
Team Diversity	<ul style="list-style-type: none"> Team size in the organization is generally dictated by issues other than efficiency. 	<ul style="list-style-type: none"> Team size is tolerable, but makes it difficult to accomplish its missions and goals. 	<ul style="list-style-type: none"> Average team size allows for an adequate flow of ideas, but limits the overall productivity. 	<ul style="list-style-type: none"> The average size of teams seems appropriate given their mission and tasks. 	<ul style="list-style-type: none"> Team size is dictated directly by its mission and tasks.
Team Size					



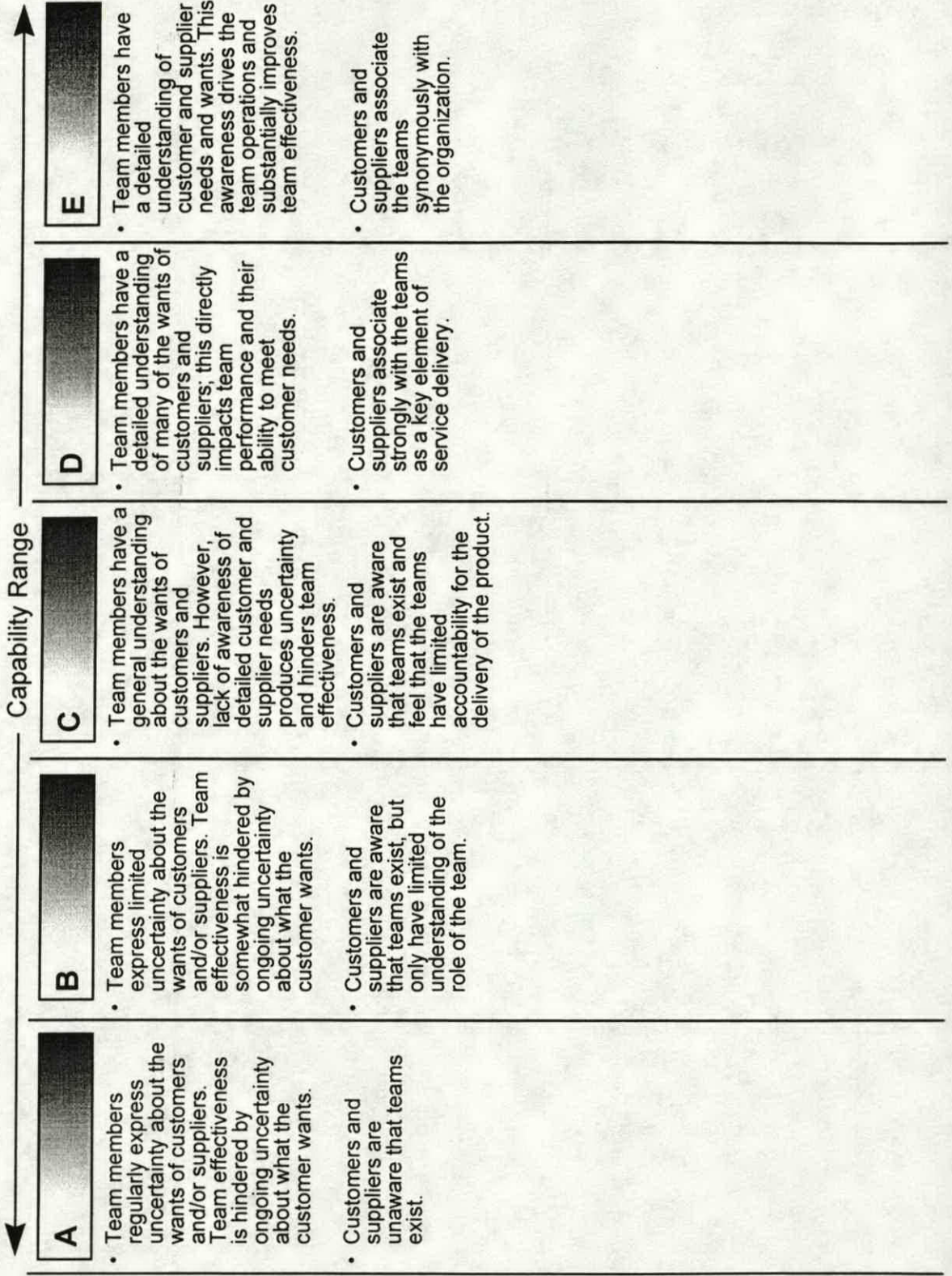
The Team Capability Matrix

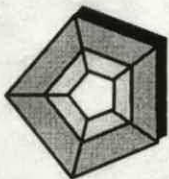
Culture

Customer and Supplier Orientation

Team Awareness

Customer/Supplier Awareness



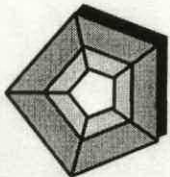


The Team Capability Matrix

Culture

Organizational Norms

	←	Capability Range	→
Team Experience	A <ul style="list-style-type: none">The organization has no experience with teams.	C <ul style="list-style-type: none">The organization has a moderate number of teams. A number of teams work well, but success is still random.	E <ul style="list-style-type: none">The organization is team-based. Most teams work well, getting the results expected in increasingly demanding environments.
Trust and Openness	B <ul style="list-style-type: none">The organization has some teams, but their effectiveness is random.	D <ul style="list-style-type: none">The organization has a lot of teams and is learning how to use teams effectively. More than half the teams are effective.	E <ul style="list-style-type: none">A strong sense of trust exists within the organization. Information flows freely throughout the organization.
Empowerment	A <ul style="list-style-type: none">The organization is characterized by low levels of trust. Information is often guarded as a means of preserving power.There is very little employee empowerment.	C <ul style="list-style-type: none">Moderate levels of trust are characteristic of the organization. Information moves primarily through formal channels.There are moderate levels of employee empowerment.	E <ul style="list-style-type: none">This organization would be described as empowered.

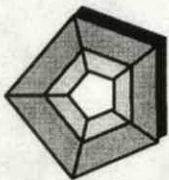


The Team Capability Matrix

Culture

Team Climate

	Capability Range	
Trust and Collaboration	<p>A</p> <ul style="list-style-type: none"> On most teams, members exhibit little trust in one another, focus on individual agendas and lack the freedom to express themselves. 	<p>B</p> <ul style="list-style-type: none"> Members exhibit some trust in one another, but most remain guarded.
	<p>C</p> <ul style="list-style-type: none"> Familiarity between team members is common, and members show signs of trust, collaboration and focus around a shared agenda. 	<p>D</p> <ul style="list-style-type: none"> Team members trust one another, and group membership is more important than the traditional hierarchy. Contributions from all members are welcome, and the environment is collaborative.
Role Clarity	<p>A</p> <ul style="list-style-type: none"> Team members and management don't understand their roles. 	<p>B</p> <ul style="list-style-type: none"> Team members and management have been provided a description of their roles, but don't understand them.
	<p>C</p> <ul style="list-style-type: none"> Team members and management have a vague understanding of their roles, but are gaining clarity. 	<p>D</p> <ul style="list-style-type: none"> Team members and management have a fair understanding of their roles and this is demonstrated in team effectiveness.
	<p>E</p> <ul style="list-style-type: none"> Team members have complete trust in one another, treat one another as equals and consistently collaborate around a unified agenda. 	<p>E</p> <ul style="list-style-type: none"> Team members and management have a clear understanding of their roles and are building on them for enhanced team performance.



The Team Capability Matrix

Culture

Communication within the Team

Capability Range

A

- Teams don't meet.

- Teams do not communicate through other channels on a regular basis.

B

- Teams do not meet regularly.

- Teams really only communicate through other channels when absolutely necessary.

C

- Teams have regular meetings that are moderately effective. Member attendance is sporadic.

- Teams occasionally communicate through other channels.

D

- Teams have regular meetings which are effectively run. Meetings are highly attended.

- Teams use all communication channels successfully.

E

- Teams have regular, effective meetings and pull people together when needed to meet performance goals. Meetings are attended by all either locally or remotely.

- Teams also meet socially outside of the office.