trustwithin ASSESSMENTS™

Team Alignment Survey

SAMPLE TEAM
Month Year

Team

SAMPLE COMPANY
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CONSCIOUS LEADERSHIP ALLIANCE™

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TEAM ALIGNMENT SURVEY™

Introduction

Trust is clearly an essential foundation for effective teamwork. It is equally important, however, for the team to be in alignment on the direction in which it is going and on the outcomes it is aiming to achieve.

These are indeed the two essential underlying factors determining team success: **trust** and **alignment.**

It may seem like common sense that team alignment is essential for teamwork, yet there are so many teams that fail to achieve alignment. Why?

There are three key reasons why teams fail to achieve alignment:

1. Team members do not understand what alignment really means.
2. Teams do not focus on getting into alignment on the two most important things on which they need alignment: Purpose and Values.
3. A lack of trust in the team prevents the team from having the robust conversations they need to have to get into alignment.

> **"Trust lies at the heart of a functioning, cohesive team.**
>
> **Without it, teamwork is all but impossible."**
>
> **The Five Dysfunctions of a Team –** Patrick Lencioni

Trust is the Biggest Barrier to Achieving Alignment

Over thirty years of research conducted by Intégro Leadership Institute on hundreds of teams around the world clearly shows that teams that lack alignment also suffer from a low level of trust. For that reason, we designed the Team Alignment Survey to measure both the level of trust within the team and the degree to which team members are in alignment.

Most people are trustworthy, honest, ethical people who come to work with the intention of making a positive contribution. So naturally they assume they will be trusted. However, the reality is that trust in many teams is low, despite the fact that the team members are predominantly trustworthy.

Being trustworthy on its own does not build trust. Behavior builds trust. Our research has identified four specific behaviors that must be present for trust to be developed and sustained:

Acceptance	Accepting people for who they are; being non-judgmental
Openness	Being willing to listen to other's ideas and to share your ideas and opinions
Congruence	Practicing what you preach and saying what you really mean
Reliability	Doing what you say you will do

Our research also shows that most people find it difficult to do at least one of these – even though they might be naturally strong in others. As a result, trust can easily break down between trustworthy people.

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SECTION 1 TEAM ALIGNMENT REPORT

The Team Alignment Report measures the degree to which team members are in alignment on the six factors required for alignment: Purpose, Values, Vision, Goals, Priorities, and Roles.

Factors for Alignment

These are the six factors on which team members need to be aligned:

1. **Purpose:** the reason the team exists.
2. **Values:** the standards or guiding principles by which the team must operate.
3. **Vision:** a clearly defined picture of what the team aspires to be at a particular point in time in the future.
4. **Goals:** what the team needs to achieve in the shorter term to achieve the vision.
5. **Priorities:** what are the most important things the team needs to focus on to achieve their goals.
6. **Roles:** what each team member must do to achieve the vision and goals.

There are two parts to alignment that need to be measured:

Clarity: how clear each individual believes the team is on its purpose, values, vision, goals, priorities and roles.

Approval: to what degree each individual approves of the team's purpose, values, vision, goals, priorities, and roles

Clarity: it is important to understand the difference here between what we are measuring on clarity and approval. Clarity scores measure each team member's perception of clarity in the team as a whole, not among individual team members.

It is quite possible that an individual, the team leader for example, may be very clear on the vision for the team, but believes that the team is very unclear about that vision. He or she may not have discussed it with the team.

Approval: these scores are measuring the individual's personal approval. So you can have a high personal approval score combined with a low clarity score on the graph, indicating that this person is clear about that item and approves of it, but believes that the team is very unclear about it.

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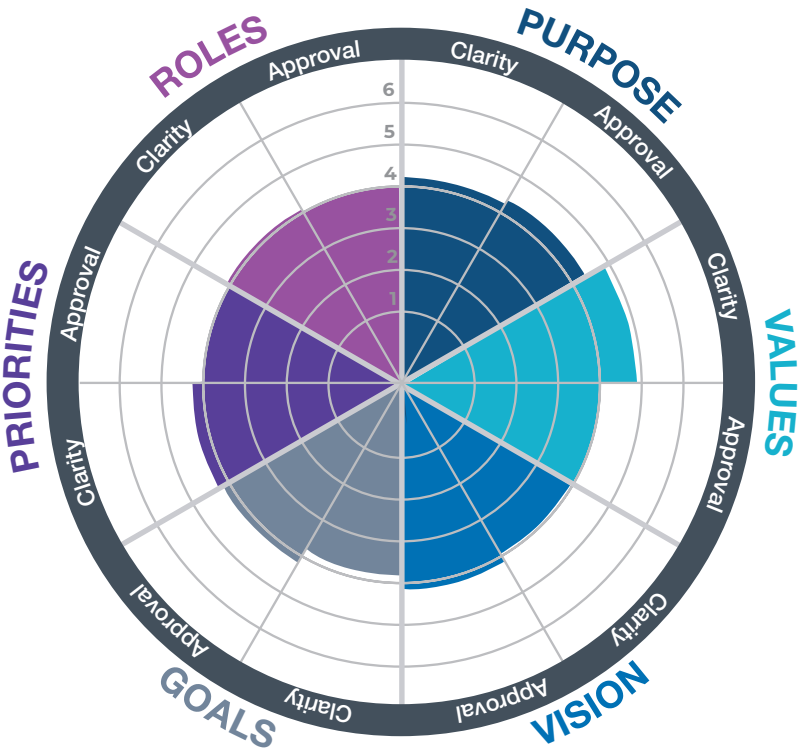

How to Read and Interpret the Graph

This graph shows the average scores for your team on both **Clarity** and **Approval** for each of the six areas being measured. Clarity scores represent team members perceptions of the degree to which they think the team is clear. Approval scores represent team members' personal approval. The graphs on the following three pages show the actual scores on a six point scale, along with an overall Team Score shown as a percentage.

Interpretation: Clarity scores reflect the degree to which the team has communicated openly enough to ensure a high degree of clarity on each area. Putting purpose, values and vision statements in writing does not ensure they are clear to all team members. An investment in time to discuss and ask questions is necessary to ensure a high degree of clarity. Team members cannot approve of or be committed to these six critical factors unless they are really clear on what each is about.

Approval scores reflect the degree to which team members are committed to each area. Low levels of approval indicate that team members have not had the opportunity to voice their concerns or disapproval, or if they have, they have not been heard. Low scores for approval may also be an indication of a low level of trust, indicating that team members feel it is not safe to voice their disapproval.

When looking at the scores for each of the factors above, it may be helpful to ask the following questions:

1. Which factors does your team most need to increase clarity on?
2. Which factors do you, personally, least approve of and what needs to change for you to be fully supportive?

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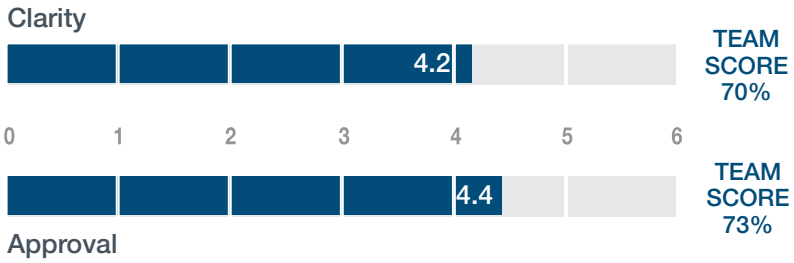
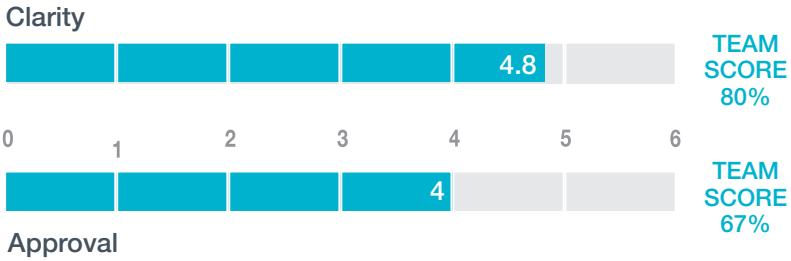
Purpose

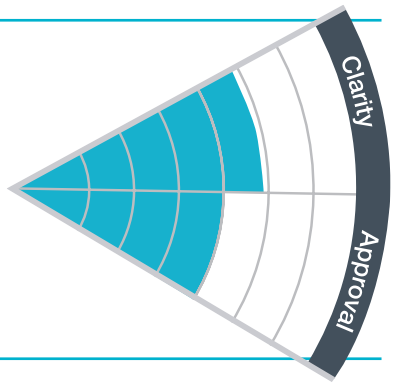


Clarity scores indicate the degree to which the team has a clear idea about why they exist and that team members know what is expected of them.

Approval scores indicate that for the most part, the team has its priorities in order and team members believe they are providing a vital service to the organization.

Values





Clarity scores indicate the degree to which the team operates by a clearly defined set of values and that members of the team demonstrate a clear understanding of their values through their behavior.

Approval scores measure team member's approval of the actual values the team operates by: that the values they operate by help them get the job done.

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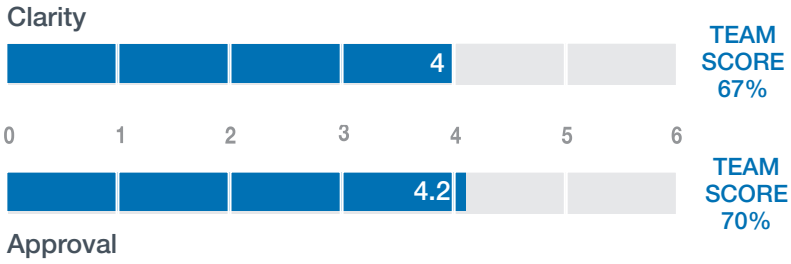
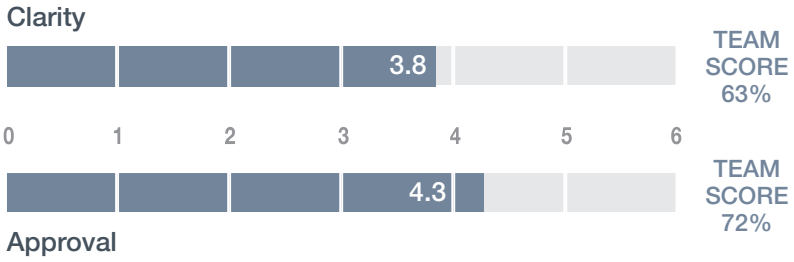
Vision



Clarity scores reflect the degree to which the team is moving together in the same direction and has a coherent plan for achieving the vision.

Approval scores show the degree to which team members like the direction the team is going in and believe that the strategies they have in place will ensure they achieve their vision.

Goals



Clarity scores indicate the degree to which the team clearly understands what they need to achieve and team members have the information they need to set priorities.

Approval scores show the degree to which team members believe the team and individual goals are realistic and that if everybody does his or her job, the team can consistently achieve its goals.

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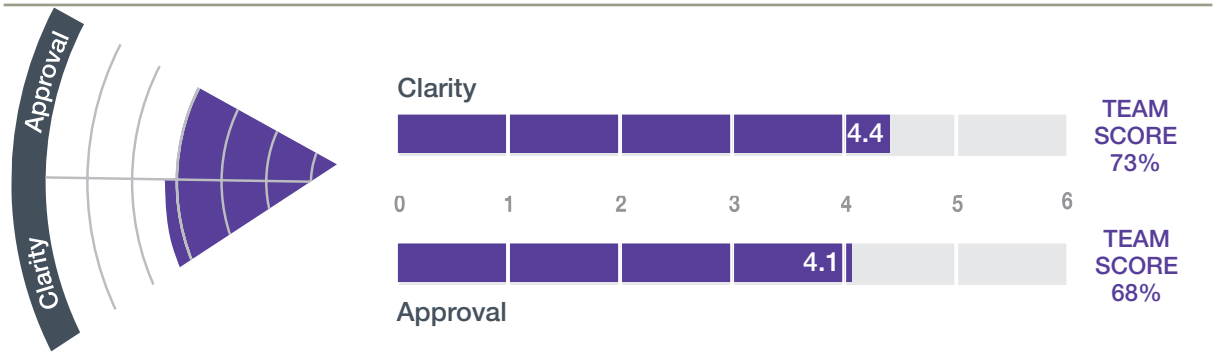
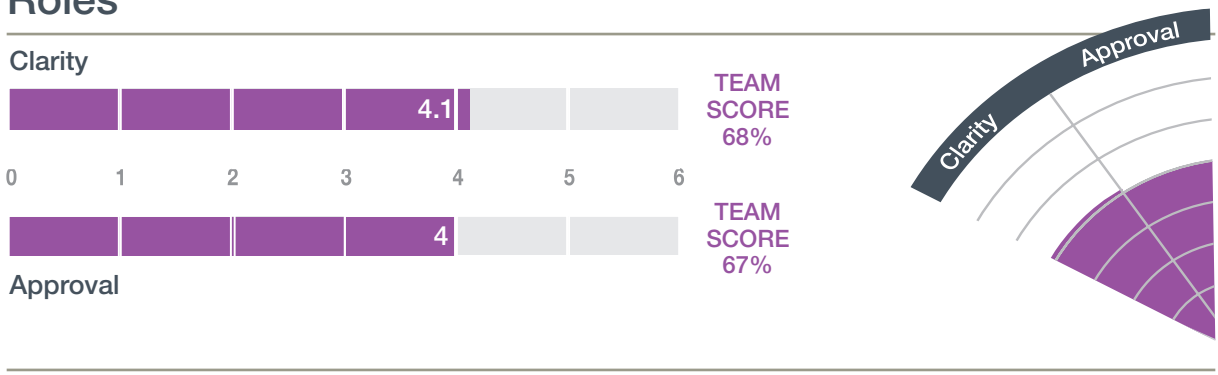
Priorities



Clarity scores indicate the degree to which team members understand the team's priorities and that team members are made aware of any changes to priorities and the reasons for the change.

Approval scores show the degree to which team members believe that most of the time the team is focused on the right priorities and that the way the team establishes priorities works quite well.

Roles



Clarity scores reflect the degree to which team members know who to go to in order to get something done and that they understand what is expected of them in their respective roles.

Approval scores show the degree to which team members believe the team has the right people in the right roles and that team members' areas of responsibility are big enough, yet not too big.

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Team Alignment Frequency Scores

The following pages show the frequency scores of the number of people who responded to each choice.

	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
Purpose - Clarity						
Our team has a clear idea of why we exist.	1	1	1	0	4	3
Our team knows what is expected of us.	1	2	0	2	4	1
Purpose - Approval						
For the most part, our team has its priorities in order.	1	1	0	4	3	1
Our team is contributing real value to the organization.	0	1	0	3	3	3
Values - Clarity						
We operate by a clearly defined set of values.	0	1	1	1	5	2
People in our team demonstrate a clear understanding of values through their behavior.	0	1	0	2	3	4
Values - Approval						
For the most part, the values we operate by help us get our jobs done.	1	1	0	5	3	0
I personally agree with the basic principles our team operates by.	1	0	1	4	2	2
Vision - Clarity						
Our team is moving together in the same direction.	0	1	2	2	3	2
Our team has a coherent plan for achieving our vision.	2	1	1	1	5	0
Vision - Approval						
I like the direction this team is going in.	1	0	0	3	4	2
The strategies we have in place will ensure we achieve our vision.	1	1	1	4	1	2
Goals - Clarity						
Our team clearly understands what we need to achieve.	0	2	1	1	5	1
Team members have the information they need to set priorities.	1	2	2	2	3	0

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	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
Goals - Approval						
I believe our team goals are achievable.	2	1	1	1	2	3
Team goals can be consistently achieved when team members do their job.	0	0	2	2	3	3
Priorities - Clarity						
Our team clearly understands what our priorities are.	1	0	0	4	4	1
When priorities change, team members are made aware of the change and the reason for the change.	1	0	1	2	4	2
Priorities - Approval						
I believe that most of the time our team is focused on the right priorities.	0	2	1	2	5	0
The way we establish priorities on our team works quite well.	2	0	0	2	5	1
Roles - Clarity						
The team is clear about the roles and responsibilities of each team member.	1	1	1	0	5	2
Team members understand what is expected of them in their respective roles.	1	2	1	1	3	2
Roles - Approval						
I believe we have the right people in the right roles.	1	0	3	1	4	1
Each team member has an appropriate amount of responsibilities.	2	1	1	1	2	3

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SECTION 2 TEAM TRUST REPORT

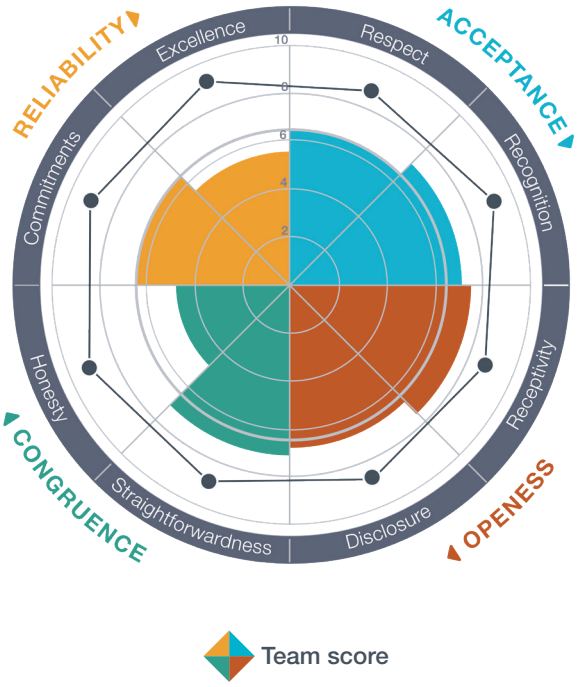
The Team Trust Report measures the degree to which team members perceive the behaviors that build trust and the values that support them, to be present in the team.

Trust is the Foundation of All Relationships

Relationships are formed as trust develops. When trust diminishes, relationships become more distant, often leading to conflict. Getting team members engaged and committed to the team's purpose, values and vision requires a high level of trust. Team members need to know they can trust their team leader and other members of the team.

Being Trustworthy is Not Enough

Everyone knows that trust is important, but what many people don't understand is that being trustworthy does not necessarily build trust. People make judgments about how trustworthy their colleagues are based on their perception of what they do, not on what they say, or what they intended to do. Because it is behavior that builds trust, team members can be trustworthy, honest and ethical, and yet have other team members not trust them because of differences in behavioral style and different strengths and weaknesses in the behaviors that build trust. To increase effectiveness in building trust, team members need to take personal responsibility for their behavior and understand how it can affect the levels of trust other team members have for them.



How to Read and Interpret the Graph

The shaded area in the graphs on this and the following two pages shows the average scores for all team members' perceptions for each of the eight **Values that Build Trust.** This graph gives an overall picture of the perceived trust level within the team and the graphs on the following two pages show the actual scores on a six point scale, along with an overall Team Score shown as a percentage.

Interpretation: The trust level in the team has a significant impact on the effectiveness of communication within the team. High levels of receptivity and disclosure are necessary to create an open honest discussion about the team's purpose, values, vision and goals.

High levels of straightforwardness are necessary to encourage team members to voice their disapproval if they feel the team is on the wrong track. Open, honest communication is essential for teams to perform at their best.

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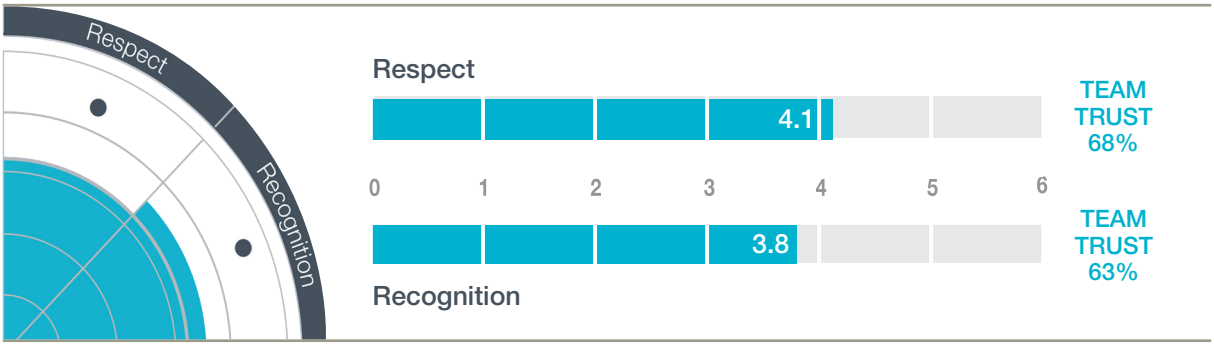
When looking at the scores for each of the items measuring the eight Values that Build Trust, it may be helpful to ask the following questions:

1. What does this result say about our teams strengths and weaknesses in building trust?

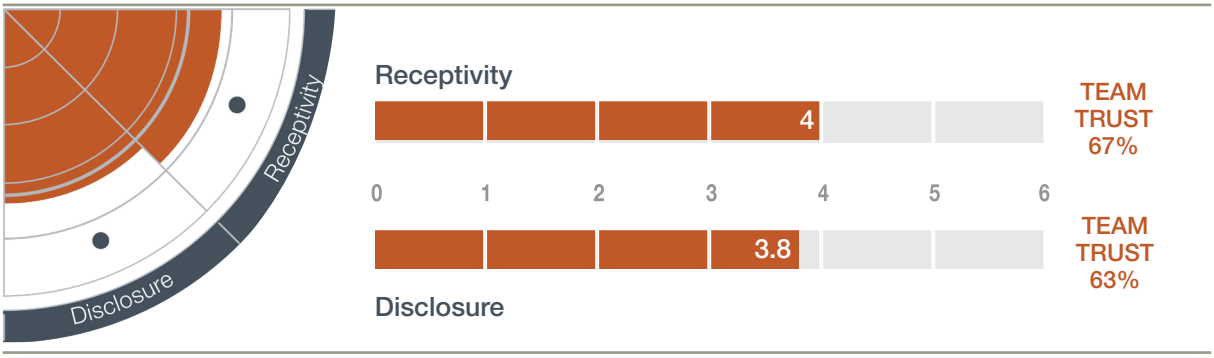
2. Where are the biggest gaps between my self perception and the rest of the team?

Acceptance



All people want to be accepted and respected for who they are, not judged, criticized or made to feel inferior. When others know they are accepted, that what they say or do is not going to be unfairly judged, they can focus on being the best they can be. **Acceptance** eliminates the fear people have about speaking up, about being open and telling the truth. The starting point for increasing **acceptance in your team** is to embrace the values of **respect** and **recognition**. If you want other team members to trust you, look for what you respect about them and let them know through appropriate, genuine recognition.

Openness



People trust and respect co-workers more for being open, even if the news is bad. No one likes to be kept in the dark about what is going on. Team members want to know how they are performing and appreciate feedback about their contribution. Are members of your team encouraged to share their ideas, feelings, and concerns? **Openness** engages people; they want to know more about what is going on. When openness is high people are more interested in their work and how well the team is doing.

To increase **openness**, embrace the values of **receptivity** and **disclosure**. Be receptive to what other team members have to say, invite feedback and encourage team members to disclose what is on their minds. At team meetings encourage an open discussion of ideas on how results can be improved.

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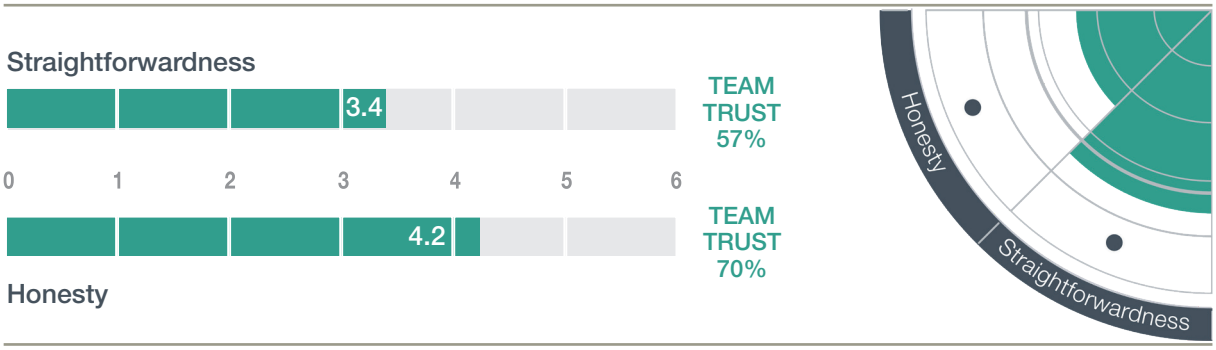
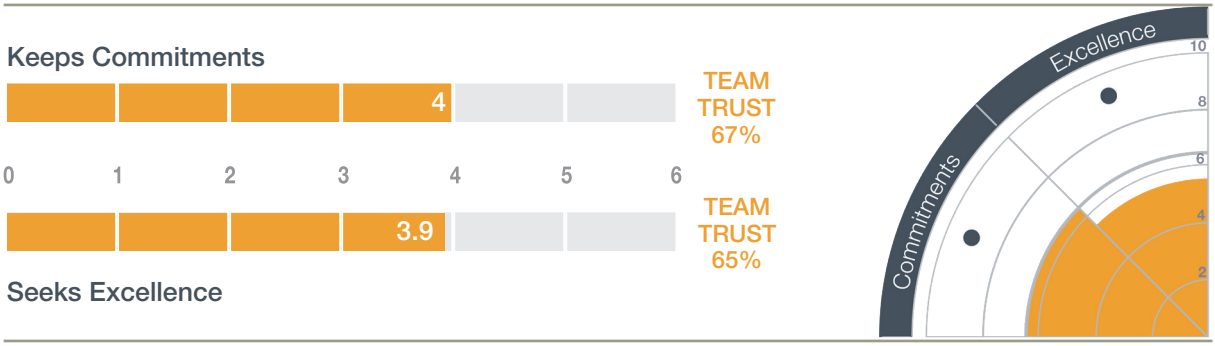
Congruence



Congruence means the same as – what you say is the same as what you really mean, being straightforward. When people are not straightforward, others tend to pick up on it. They see it in their body language, their facial expressions or in the inconsistency in the tone of their voice. Congruence is also about walking the talk or practicing what you preach. It is about principles, being honest and ethical. It is through your congruent behavior that others learn about your honesty and integrity.

To increase **congruence**, embrace the values of **honesty** and **straightforwardness**. It isn't easy to deliver bad news or say something that won't be popular, but in the long run, people will trust you more when they know they can count on you to tell it how it is.

Reliability



No one wants to work with someone who is unreliable. It is difficult to have confidence in people who make promises they do not keep, or who regularly fail to meet their deadlines. It is vital to your team's success that you can rely on all team members to deliver the results you need from them and in turn, that they can expect the same of you.

To increase **reliability**, embrace the values of **keeps commitments** and **seeks excellence**. Don't make promises you're not sure you can keep and when you say you'll do something, do it to the best of your ability.

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Values that Build Trust Frequency Scores

The following shows the frequency scores of the number of people who responded at each point on the scale.

	Almost Never					Almost Always
Respect						
Team members show that they care about each other.	0	1	1	2	2	4
People in our team value other team member's skills as much as their own.	2	2	0	2	4	0
Recognition						
Praise is freely given in our team.	1	1	2	2	4	0
Team members encourage each other.	0	1	3	2	4	0
Receptivity						
Members of our team give new ideas a fair hearing.	2	2	0	2	2	2
In our team, people are willing to change their opinions in the face of new evidence.	1	0	2	0	6	1
Disclosure						
Team members communicate openly with each other.	0	2	1	3	3	1
Members of our team keep each other appropriately informed.	2	1	1	2	4	0
Straightaforwardness						
Team members confront challenging situations when they arise.	2	3	0	3	1	1
Team members are direct when communicating with each other.	1	1	2	3	3	0
Honesty						
Members of our team act with integrity.	1	0	1	3	2	3
In our team we practice what we preach.	1	1	1	3	3	1
Keeps Commitments						
People in our team perform their responsibilities conscientiously.	0	2	1	1	3	3
In our team people stay with the job until it is done.	2	1	0	4	3	0
Seeks Excellence						
Team members seek excellence in performing their responsibilities.	0	3	2	0	4	1
In our team, people make an observable effort to improve their skills.	0	1	3	2	4	0

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Using the Values that Build Trust to Increase Team Alignment

Your Alignment Level			
L1	L2	L3	L4

Your Trust Level			
L1	L2	L3	L4

Intégro's research shows that there is a very strong correlation between team alignment and trust. Teams need to achieve a high level of trust to reach a high level of alignment. Survey results have been analyzed and we know the impact the trust items have on predicting teams that reach Level 4 - the top 25% of all teams. We also know which Values that Build Trust most strongly predict teams moving up to the next level of alignment, from Level 1 through to Level 4. Respect is foundational to team alignment and is most important at the formation of a team and those teams at a low level of alignment.

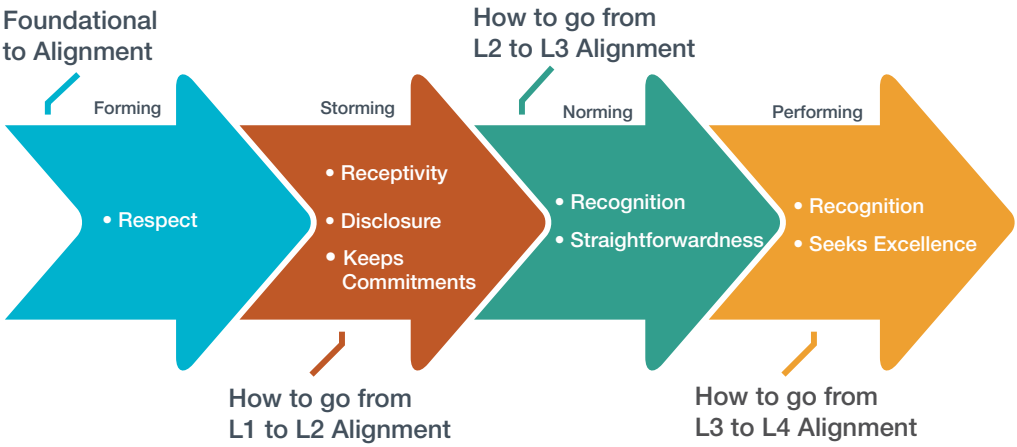
Going from Level 1 to Level 2 – with a foundation of **Respect**, team members need a strong focus on **Receptivity**, **Disclosure** and **Keeping Commitments** to gain clarity and approval of the six factors of alignment and to move to Level 2.

Going from Level 2 to Level 3 - research shows us the strongest predictor for teams to move from Level 2 to Level 3 is **Recognition – team members are free with praise and encourage each other.** At the same time, teams at Level 3 have a high degree of **Straightforwardness – they communicate directly with each other and confront challenging situations when they arise.** This level of **Straightforwardness** must be balanced with a foundation of **Respect**.

Going from Level 3 to Level 4 - to reach Level 4, the highest level of alignment, **Recognition** is again the strongest predictor by far – creating a culture where team members freely give praise and encourage each other. **Seeking Excellence - team members striving to do their best every time**, is also a strong predictor of teams performing in the top level of alignment.

Use your copy of the **Team Alignment Survey Development Notes** to create action steps for yourself and your team to move up the levels of alignment and become a high performing team.

The Evolution of High Performance Teams



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