Team
Alignment
Survey

SAMPLE PERSON

TrustInside
Assessments

Person

CERTIFIED ASSOCIATE

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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.

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

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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.

⬤ Individual Scores   ◆ Team Scores

Approval Scores = Personal Approval   **Clarity Scores = Team Clarity**
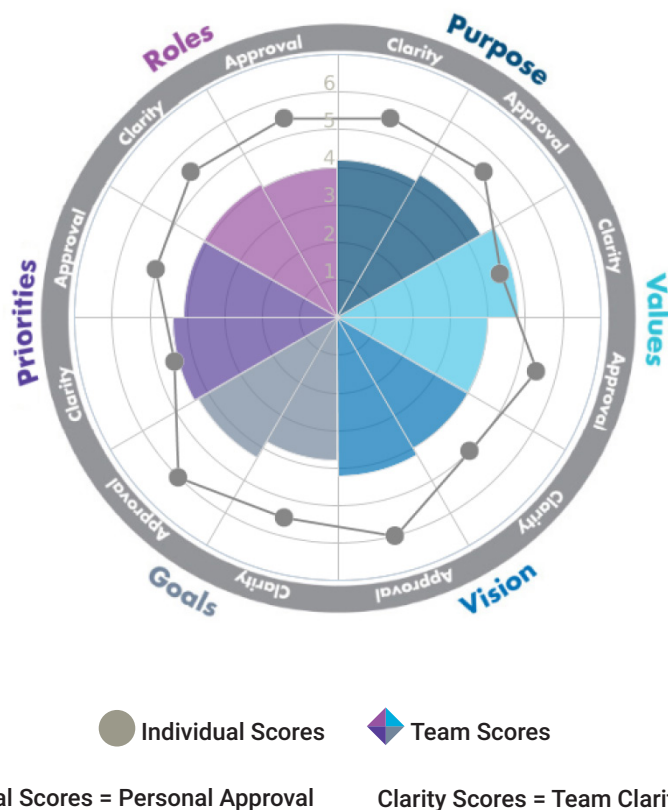
How to Read and Interpret the Graph

This graph shows a comparison between your individual scores for **Clarity** and **Approval** for each factor, shown by the dots and the average score for all team members' perceptions, shown by the shaded area. The graph gives you an overall picture of the difference between your individual scores and the team scores and the following graphics show the actual scores on a sixpoint scale.

Interpretation: the difference between your personal scores and the average team scores gives you a good indication of whether your perceptions of clarity and approval on these six factors are in alignment with other team member's perceptions, or not.

There is no right or wrong answer here. Different people have different needs and values, so it is likely that there will be different perceptions. By identifying these differences, your team is now in a much better position to gain increased clarity and approval in each area.

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?

Purpose

Clarity

0	1	2	3	4	5	6

4.2 · 5.5

TEAM SCORE 70%

4.4 · 5.5

TEAM SCORE 73%
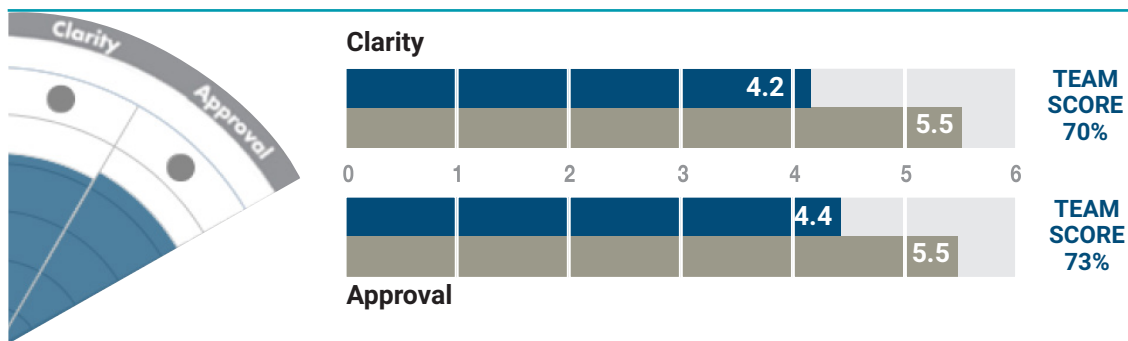
Approval

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

0	1	2	3	4	5	6

4.8 · 4.5

TEAM SCORE 80%

4 · 5.5

TEAM SCORE 67%
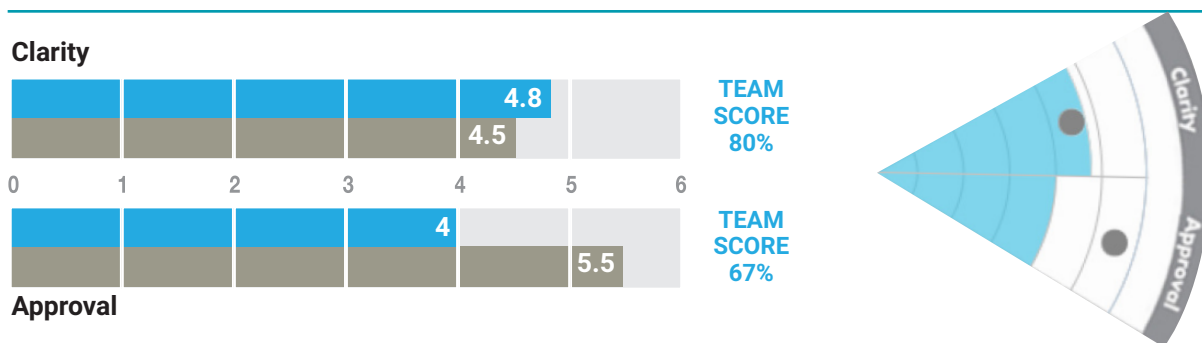
Approval

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 and the values they operate by help them get the job done.

Vision

Clarity

| 0 | 1 | 2 | 3 | 4 | 5 | 6 |

4

5

TEAM SCORE 67%

4.2

6

TEAM SCORE 70%
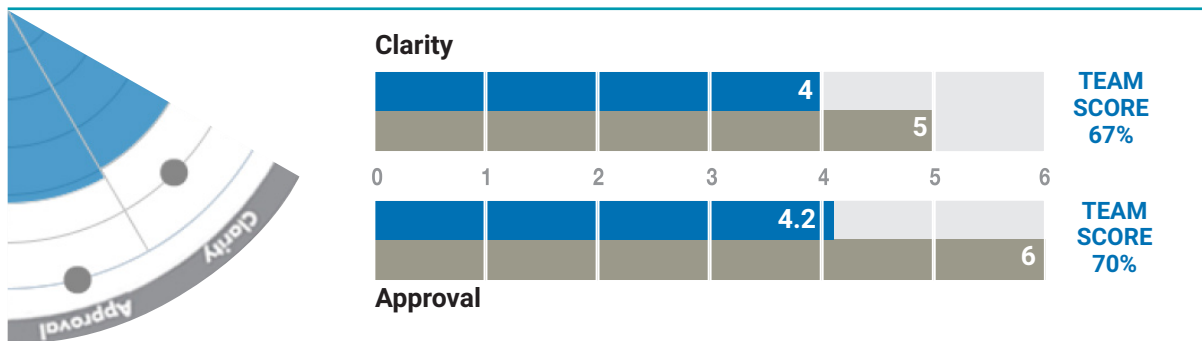
Approval

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

3.8

5.5

TEAM SCORE 63%

| 0 | 1 | 2 | 3 | 4 | 5 | 6 |

4.3

6

TEAM SCORE 72%
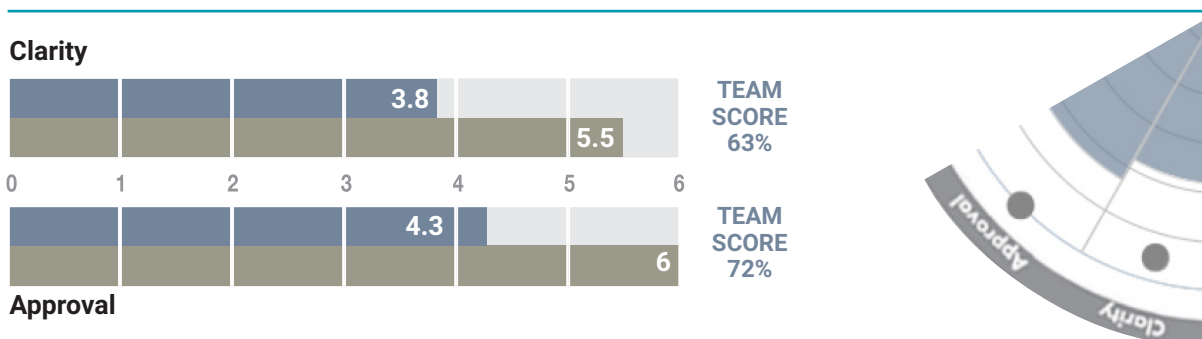
Approval

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.

Priorities

Clarity

0	1	2	3	4	5	6	
				4.4			**TEAM SCORE 73%**
				4.5			

				4.1			**TEAM SCORE 68%**
					5		

Approval

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

0	1	2	3	4	5	6	
				4.1			**TEAM SCORE 68%**
					5.5		

				4			**TEAM SCORE 67%**
					5.5		
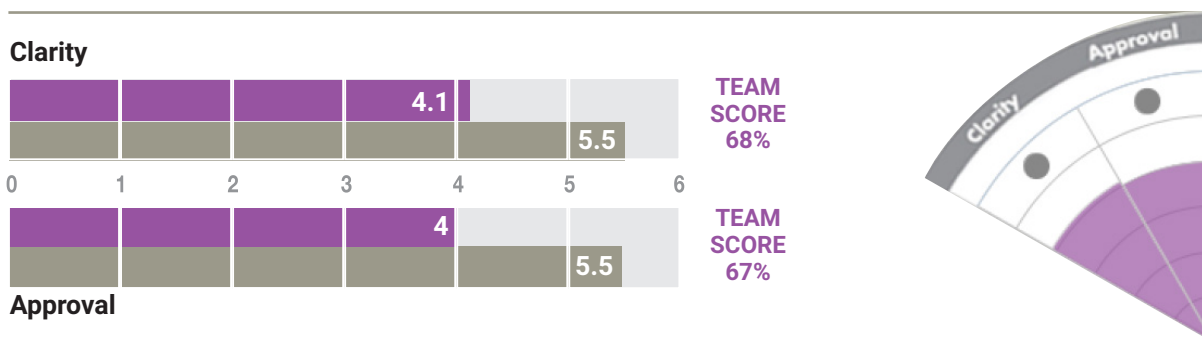
Approval

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.

Team Alignment Frequency Scores

The following pages show the frequency scores of the number of people who responded to each choice. Your personal score is indicated by **S**.

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

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

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.
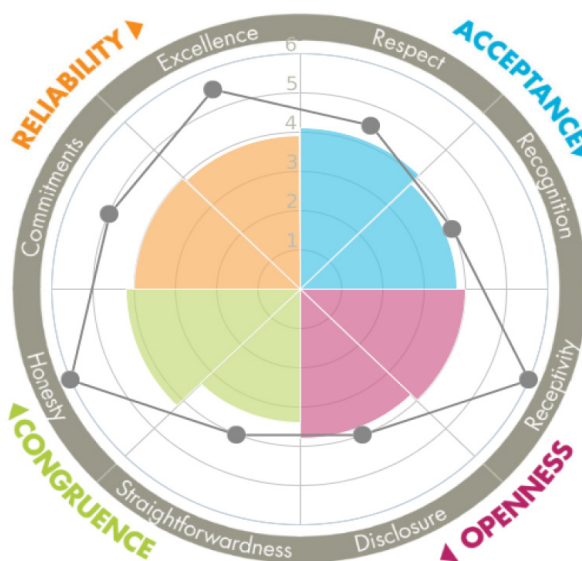
● Individual scores   ◆ Team score
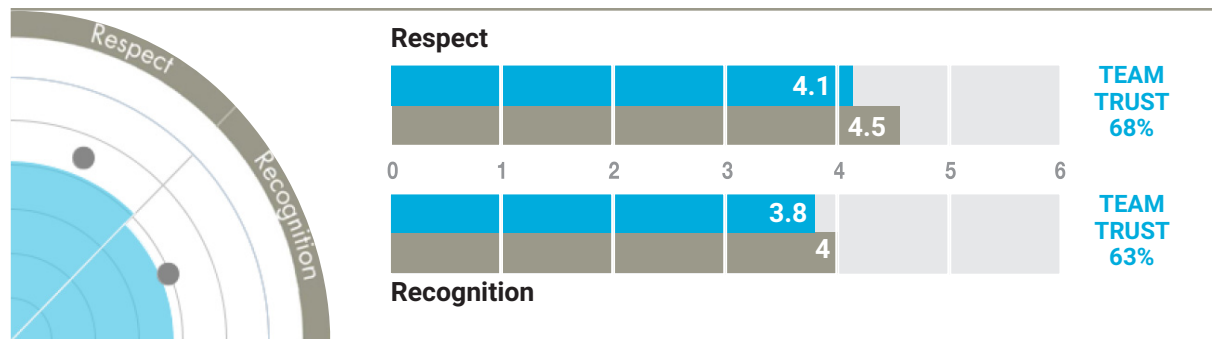
How to Read and Interpret the Graph

The graphs on this and the following two pages show a comparison between your rating for each of the **Values that Build Trust** shown by the dots and the average score for all team members' perceptions shown by the shaded sections. This graph gives an overall picture of how you perceive the trust level within the team compared to overall team scores and the graphs on the following two pages show the actual scores on a six point scale, along with an overall Team Trust score shown as a percentage.

Interpretation: Your individual score for the team is based on your own personal experiences and may be different from how other team members perceive things. There is no right or wrong result. The value in seeing how your perceptions differ from other team members, if they do, is to have an open, honest discussion about the differences in perception and what can be done to increase the trust level in the team.

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

Respect

| | | | | | | TEAM TRUST 68% |

4.1 (team) / 4.5

0   1   2   3   4   5   6

3.8 / 4

TEAM TRUST 63%

Recognition

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

Receptivity

4 / 6

TEAM TRUST 67%

0   1   2   3   4   5   6

3.8 / 4

TEAM TRUST 63%

Disclosure
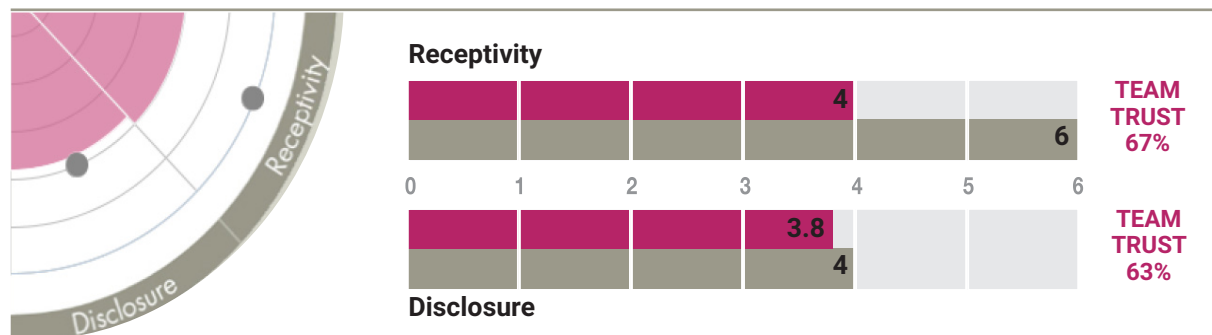
People trust and respect co-workers more for being open, even if the news is bad. No one likes to be kept in the dark about what is going on. Team members want to know how they are performing and appreciate feedback about their contribution. Are members of your team encouraged to share their ideas, feelings, 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.

Congruence

Straightforwardness

0	1	2	3	4	5	6

3.4

4

**TEAM
TRUST
57%**

4.2

6

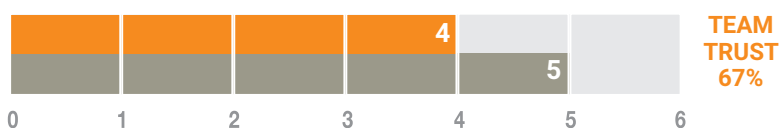**TEAM
TRUST
70%**
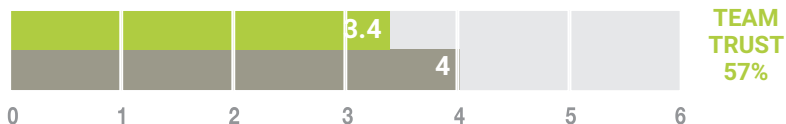
Honesty

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

Keeps Commitments

0	1	2	3	4	5	6

4

5

**TEAM
TRUST
67%**

3.9

5.5

**TEAM
TRUST
65%**

Seeks Excellence

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.

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. Your personal score is indicated by **S**.

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