2013 TEAM SELF ASSESSMENT SURVEY

> *"The day when the scientist, no matter how devoted, may make significant progress alone and without material help is past."*
>
> Ernest Orlando Lawrence,
> Nobel Prize banquet speech
> (29 Feb 1940)

NOTABLE FINDINGS

ABSTRACT: Team science has been at the foundation of scientific discovery at Berkeley Lab for over 80 years. Yet demands on teams and groups are increasingly complex and challenging. The Team Self Assessment Survey, conducted by Berkeley Lab Learning Institute (BLI) in the fall of 2013, provides a snapshot on needs of science and operations teams today in comparison to well-established best practices.

Science and operations respondents rated all best practice statements as important to team success. Only the order of importance and the degree of agreement on how well the team was actually doing differed somewhat between science and operations teams. There were some notable differences (20% or greater) between importance and agreement ratings, especially in the areas of team communication, measuring how the team is doing, using an effective planning process, resolving conflict effectively and team morale. These differences also emerged as themes in the narrative responses. ***There were significant differences in both science and operations between team member versus team lead perceptions on how well the team was actually doing, particularly in the areas of communications and creativity/innovation.*** These findings suggest areas for further exploration and assessment within teams and at the institutional level. BLI and Senior HR Division Partners are resources to support team needs.

Rated MOST IMPORTANT to team success:

Science Teams
- Communicating well with each other.
- Being encouraged to share ideas and opinions.
- Brainstorming toward a path forward.
- Being held accountable for deliverables.
- Making important contributions to team.

Operations Teams
- Communicating well with each other.
- Being encouraged to share ideas and opinions.
- Openly discussing problems/issues.
- Having productive meetings.
- Having team goals aligned with operational objectives.

Rated HIGHEST IN AGREEMENT as to what teams are doing well on:

Science Teams
- Making important contributions to the team.
- Being encouraged to share ideas and opinions.
- Having team goals aligned with research objectives.

Operations Teams
- Making important contributions to the team.
- Being encouraged to share ideas and opinions.
- Having team goals aligned with operational objectives.

RATED LOWEST IN AGREEMENT as to what teams are doing well on:

Science Teams
- Having specific measures to assess progress.
- Using different communication styles to help progress.
- Using agreed-upon criteria to guide decision making.
- Using an effective planning process to ensure success.
- Receiving regular feedback on progress.

Operations Teams
- Having specific measures to assess progress.
- Using different communication styles to help progress.
- Using agreed-upon criteria to guide decision making.
- Using an effective planning process to ensure success.
- Recognizing the team for its accomplishments.

RATED SIGNIFICANTLY LOWER BY TEAM MEMBERS THAN TEAM LEADS

Science Teams
- Considering diverse perspectives.
- Encouraging sharing of ideas and opinions.
- Using different communication styles to help progress.
- Completing deliverables on time.

Operations Teams
- Communicating well with each other.
- Having productive meetings.
- Effectively resolving conflict.
- Openly discussing problems/issues.

THE SAMPLE

Invited to Participate - 35 teams and groups

539 total team/group members including collaborators from other institutions

248 (46%) responded
- 73 science team members and 30 science team leads;
- 102 operations team members and 43 operations team leads

Narrative Responses
150 on what makes their team effective
144 on what their team needs to be effective

Survey Content
21 best practice statements, three each in seven best practice capability areas (BCP)

Rating scale – Five levels for each best practice from *very important* to *not at all important* and from *strongly agree* to *strongly disagree*

Team Services

BLI offers facilitation services for all stages of strategic and action planning and for team development. The survey can also be tailored and delivered as a self assessment to a particular team to provide clarity on specific areas for team development. Call Karen Ramorino (x6316) or email KBRamorino@lbl.gov.

Your Senior HR Division Partner is also available to discuss team needs and opportunities.

Acknowledgments

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We thank team leads for offering their groups to participate in the survey and also those who took the time to complete the survey. In addition, we thank HR Managers and Senior HR Division Partners for their help in identifying the teams.
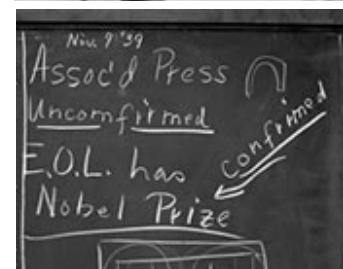
Survey Results

BEST PRACTICE AREAS	BEST PRACTICE STATEMENTS	IMPORTANCE vs AGREEMENT FREQUENCIES (combined responses for *Important* and *Very Important*, *Agree* and *Strongly Agree*)								
Agreement ratings 20% or more below importance ratings		Combined (N=248)			Science (N=103)			Operations (N=145)		
Agreement ratings 30% or more below Importance ratings		IMP%	AGR%	Δ	IMP%	AGR%	Δ	IMP%	AGR%	Δ
Communication	My team communicates well with each other.	98%	75%	23%	98%	74%	24%	98%	77%	21%
Communication	My team openly discusses problems/issues.	94%	76%	18%	91%	73%	18%	97%	79%	18%
Communication	Different communication styles within my team help our progress.	63%	51%	12%	60%	45%	15%	66%	56%	10%
Creativity/Innovation	My team is encouraged to share ideas.	97%	86%	11%	96%	82%	14%	98%	89%	9%
Creativity/Innovation	My team is encouraged to share opinions.	97%	86%	11%	94%	84%	10%	98%	87%	11%
Creativity/Innovation	My team considers diverse perspectives.	82%	73%	9%	80%	72%	8%	84%	74%	10%
Decision-Making	Brainstorming leads to an agreed-upon path forward.	92%	73%	17%	95%	77%	18%	89%	71%	18%
Decision-Making	My team has specific measures to assess how well the team is doing.	79%	48%	31%	73%	41%	32%	83%	54%	29%
Decision-Making	Team decision making is guided by an agreed-upon set of criteria.	69%	50%	19%	64%	48%	16%	73%	52%	21%
Goal Setting	My team's goals are clearly aligned with important research and/or operational objectives.	94%	81%	13%	91%	80%	11%	95%	82%	13%
Goal Setting	My team uses an effective planning process to ensure desired progress.	84%	52%	32%	79%	50%	29%	88%	55%	33%
Goal Setting	There are clear roles and/or responsibilities for everyone on the team.	83%	64%	19%	79%	60%	19%	86%	67%	19%
Individual Experience	I make important contributions to the team's accomplishments.	93%	90%	3%	94%	87%	7%	92%	92%	0%
Individual Experience	Conflict is effectively resolved on the team.	89%	59%	30%	85%	59%	26%	92%	59%	33%
Individual Experience	My leader and I engage in constructive discussions about my deliverables.	88%	75%	13%	87%	70%	17%	89%	79%	10%
Leadership	The team is held accountable for deliverables.	94%	75%	19%	94%	73%	21%	94%	77%	17%
Leadership	The team is recognized for its accomplishments.	86%	65%	21%	87%	75%	12%	86%	59%	27%
Leadership	The team receives regular feedback on progress.	84%	61%	23%	82%	56%	26%	85%	64%	21%
Team Experience	Our meetings are productive.	94%	70%	24%	91%	71%	20%	95%	70%	25%
Team Experience	Deliverables are met on time.	92%	71%	21%	90%	73%	17%	92%	70%	22%
Team Experience	Team morale is good.	91%	65%	26%	91%	66%	25%	90%	64%	26%

BEST PRACTICE AREAS (each area = 3 best practices)	BEST PRACTICE STATEMENTS	AGREEMENT FREQUENCY (combined *Agree* and *Strongly Agree* responses)							
Sum of % differences for three best practices in each area is more than 30%		Science				Operations			
* Diff: % differences combined for three best practices in each area		Leader (N=30)	Member (N=73)	Δ	Diff.*	Leader (N=43)	Member (N=102)	Δ	Diff.*
Communication	My team communicates well with each other.	77%	73%	4%		91%	71%	20%	
Communication	My team openly discusses problems/issues.	77%	71%	6%	27%	91%	74%	17%	47%
Communication	Different communication styles within my team help our progress.	57%	40%	17%		63%	53%	10%	
Creativity/Innovation	My team is encouraged to share opinions.	97%	80%	17%		98%	82%	15%	
Creativity/Innovation	My team is encouraged to share ideas.	93%	77%	17%	59%	100%	84%	16%	42%
Creativity/Innovation	My team considers diverse perspectives.	90%	64%	26%		81%	71%	11%	