

# Report Graphics FAQ

## **Overview**

### **How is an assessment structured?**

There are 80 items in each assessment written from a particular point of view to match the perspective for that assessment view. For example, for the Team Diagnostic™ the items are all written from the team perspective. "On our team we have clear goals."

### **Why 80 items?**

In assessment design in order to have valid distinction between the 14 factors the total number needs to be sufficient to account for the separate factors.

### **How are the 14 factors distinguished?**

There are approximately 5-6 items for each of the 14 Team Performance Indicators™.

### **Do any of the items refer to more than one Team Performance Indicator™?**

Each item is keyed to only one Team Performance Indicator™.

### **Why a nine-point scale? A scale of 1 to 10 seems more common.**

The nine-point Likert Scale uses an odd number of possible choices so that the middle number is neutral. On this scale "1" is "Does Not Describe our Team" and "9" "Completely Describes our Team". The scale could have been five or seven. We believe the nine-point scale gives the assessment a finer level of detail.

### **What is the distribution of Productivity and Positivity items?**

Approximately half and half. Positivity = 41. Productivity = 39.

## **Quad Matrix**

### **How is the "box" on the Quad created?**

The box is created from items on the assessment that have the lowest and highest average team scores for Productivity (left side and right side of the box), and Positivity (bottom and top of the box).

You can easily see this by looking at the team's "Top 5 / Bottom 5" graphic in the same report. The Productivity dimension is measured on the horizontal so the highest score for Productivity will define the right side of the box. The lowest Productivity score will define the left side of the box. The score is the average of all scores from team members on the item. The top and bottom of the box come from the highest and lowest average team scores on items related to Positivity.

The box outlines the range of Productivity and Positivity team scores.

Sometimes team members, when they see the box, assume that the box represents people: that the graph is a scatter gram of team member responses. Team members may have seen a “team view” created from the results of individual assessments of team members and assume the Quad picture is the same. Because the Team Diagnostic™ is built on a “team view” not a collection of individual views, the Quad Matrix is different; it is created from average team scores for specific items.

## ***Polar Diagram***

**How is the data calculated for the Polar Diagram?**

Of the 80 items, there are approximately 5-6 items for each Team Performance Indicators™. When the data is compiled, we take all of the items related to each of the Team Performance Indicator™ and create an average score for that Team Performance Indicator™. For example, a team’s “Trust” score of 5.6 would be the result of averaging all of the items related to “Trust”.

NOTE: The polar diagram is always oriented the same way. The seven Productivity strengths appear on the left side, always in the same order, from “Team Leadership” counter-clockwise to “Alignment.” The Positivity strengths appear on the right side in the same order from “Trust” clock-wise down to “Optimism.” This way you can compare the polar diagram for the team when they first start coaching with a follow-up view after coaching and quickly see where there are changes.

## ***Bar Charts***

**How is the data calculated for the Bar Charts?**

This is the same data as the Polar Diagram: the average team scores for all of the responses to one of the 14 factors. The difference is in the graphic presentation. One bar chart shows the seven Productivity factors; the other bar chart shows the seven Positivity factors. The Team Performance Indicators™ are presented in rank order from highest scoring to lowest scoring factor.

## ***Top 5 / Bottom 5***

**How are the two tables calculated?**

We create two graphics: one page for Productivity items and one for Positivity items. On the left side the table shows the Top 5 highest scoring items for that dimension — Productivity or Positivity. On the right side are the Bottom 5 — the five items with the lowest average team score.

**There are some double-negatives in the items. Why is that?**

In the design of the assessment we intentionally include a combination of positively worded statements, and negatively worded statements. For example, “We have an efficient decision-making process” is positively worded. Ideally you would want to see a high score for this — 8 or 9 (completely describes our team). Alternatively, “Exhaustion is an issue on our team” is a negatively worded item. Ideally you would want to see a low score for this — 1 or 2 (does not describe our team). The purpose

of including both positive and negative statements is to ensure that the person taking the assessment must read and understand the item before deciding on a score. Otherwise some people will punch through the assessment selecting all 5's for example.

When we get to this graphic, we want the goal to be a "9" for everything, 'completely describes our team'. In that case we need to reverse the statements that were originally negatively worded. In our example, we change the "Exhaustion" item to this: "Exhaustion is not an issue on our team." Ideally we would want a high score for that statement; the goal would be 9.

For example, if "Exhaustion is not an issue on our team" scores 3.5 it is a low score. If it is on the right side of the table, one of the Bottom 5, then clearly exhaustion is an issue on this team.

Here's another example: "There is not ongoing confusion over roles and responsibilities." With a score of just 3.8 we can say, yes there is ongoing confusion.

With the double negatives you will sometimes get questions from the team — what does that really mean? You can help by letting them know, if it is on the right side, it is a low score for that item, and rewording the item, as in, "Exhaustion really is an issue." In the design of the assessment we consciously kept the reversed items as close as possible to the original wording.

### ***Least Agreement***

How is this graphic created?

We sort the 80 items looking for the five items with the widest spread among team member responses. We select the five items with the widest spread for "Least Agreement."

The graph shows the scores from 1 to 9 along the vertical axis. The numbers on the horizontal axis represent individual team members. If there are 8 people on the team the axis will be numbered 1 to 8. Each of the five items is color-coded.

### ***Most Agreement***

How is this graphic created?

We sort the 80 items looking for the five items with the smallest spread among team member responses. This graphic shows the five items where the team has the "Most Agreement."