BECKETT McINROY CoachME©

TAP360

TEAM ADVANCE PROFILE

'Belief, Momentum, Celebration' CoachME Model

CoachME©

Action
Skills
Knowledge
Results

'TAP into the full potential of your team'

Overview

Background Information

This TAP360 profile has been designed to enable teams to obtain, analyse, learn from, and then act upon data from the team leader, team members and a variety of other stakeholders to support a positive way of working more effectively together in partnership with their systems.

It is suitable for new teams, teams that perform well and want to become high performing teams, and also teams who are struggling or unsure about how their work is perceived by others. The data needs to be interpreted with contextual awareness, this being what the current situation is, for example, is the team a start-up, has it just been taken over, is it rapidly expanding or recovering from underperformance, is its purpose clear, what is happening systemically in the field/the sector it operates in? Each graphed bar of data represents the average of the responses for that group of respondents. The maximum range of each graph is from -2 to 2. The actual range on each graph represents the minimum and maximum values of the data presented. TAP360 provides invaluable insights into your team. The themes have been carefully aligned with research on high performing teams and mapped to the CoachME Team Coaching Model ™. It addresses both your internal dynamics and your external relationship with stakeholders.

Profile Summary

Consider the following questions when exploring this data:

1. What do you see as overall patterns?
2. Where does the team see itself as being more or less effective?
3. What ways does this compare to the data from other stakeholders?
4. What are you curious about?

List of Respondents

TAP360 provides rated data as well as narrative, with options of data being provided from:

- ✔ **Team Leader**
- ✔ **Team Members**
- ✔ **Key Stakeholder**
- ✔ **Internal stakeholder(s)**
- ✔ **External stakeholder(s)**
- ✔ **Other(s).**

This section provides you with an overview of the report, comparing data from the Team Leader AND the Team Members with the data from all other stakeholders.

As with the statements that the respondents rated, the results of the profile are aligned with the CoachME™ Team Coaching Model to show how the team, and the stakeholders, perceive the team's strengths and development areas in terms of the 8 facets of the model:

Skills (drawing upon the team level skills, working to close skills gaps, adapting and using new skills that are required)

Knowledge (thoroughly drawing upon the knowledge of the team and researching to close knowledge gaps)

Behaviours (the team's attitude, values and mindset, acting as a real team, team leadership)

Action (the way results are delivered, responsiveness and how effective communication is)

Results (the creativity, quality, quantity, speed and cost)

Transition Planning (including coping with setback, working iteratively, managing dependencies, celebrating milestones)

Reflection (reflecting upon processes, systems, relationships, and applying the learning, then reflecting again to improve incrementally)

Systemic Focus (ensuring that the needs of internal and external stakeholders and addressed).

Deep Dive Data

This section of the profile provides you with detailed data in terms of the categories being rated and the specific collated data from the various stakeholders. This analysis ensures that the team is made aware of, not only specific areas of strengths and development areas, but also what the stakeholders are unsure of in terms of the competencies of the team. This helps the team to identify key areas to sustain and grow, and others to develop to increase effectiveness.

Narrative

This section of the report provides you with narrative data from the various stakeholders in terms of what they believe the team needs to stop, start and continue doing, as well as the potential impact of working upon the suggestions provided.

What if...

This final section provides a roadmap to moving further on the journey of being a high performing team, to enhance the value the team is providing, and ways to partner with a CoachME Team Coach on the journey.

What are the benefits of the CoachME Team Coaching Model?

The profile indicates areas where your team need to grow to be more effective in delivering the best results for the various stakeholders. It provides a sound framework that can be used to drill into needs by team leaders, external consultants or team coaches so that such partnerships can be most effective.

TAP360 has been created from a substantial global research base across sectors and cultures. The feedback is reported across 8 key facets of the CoachME team Coaching Model.

The model holds a systemic lens and allows the team to consider what is needed 'out there' and the ways those needs can be addressed 'in here', whilst also anticipating future needs.

Deep Dive data

This section allows you to explore through deep dives into specifics of high performing team indicators. It provides a breakdown of what the team and stakeholders have rated on all the areas in the model. This data will identify particular strengths and issues which are helping or hindering team synergy and effectiveness.

Ways to work with the data

In this section you will see a series of graphs showing the ratings given for each statement across the questionnaire, summarised by the different feedback groups.

📇 Section (1) – **Skills**

SKILLS - Q1: The team regularly spends time defining and clarifying scope. (Mean Responses)
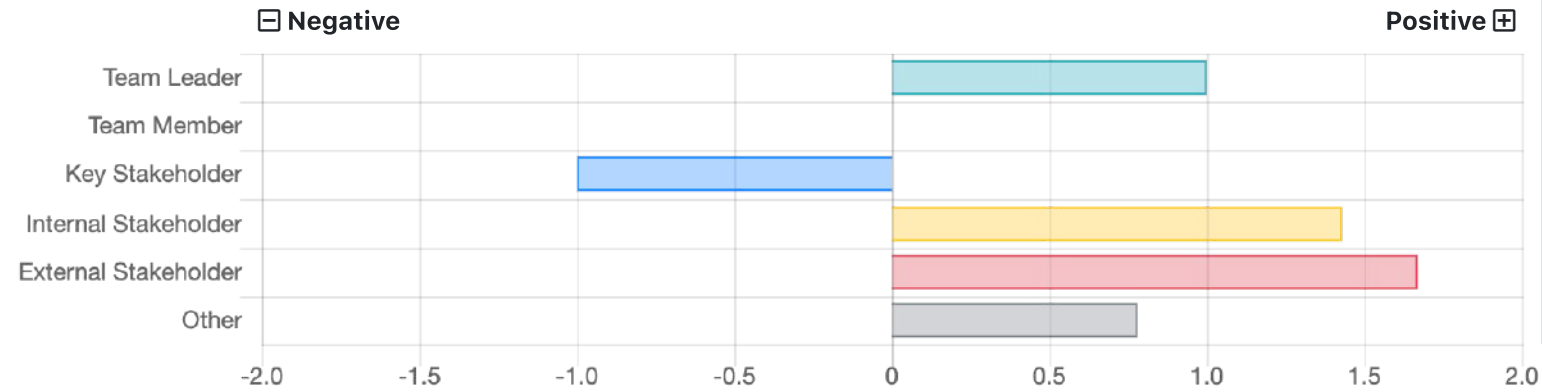
Respondent Numbers   Team Leader 1   Key Stakeholder 1   Internal Stakeholder 8   External Stakeholder 3   Team Member 4   Other 10

Member Type	Mean
Team Leader	1.00
Team Member	0.00
Key Stakeholder	-1.00
Internal Stakeholder **1**	1.43
External Stakeholder	1.67
Other **1**	0.78

SKILLS - Q2: The team manages systems, processes and resources effectively. (Systems are the way things work together, processes are actions and steps whilst resources include things such as finances and people.) (Mean Responses)

Respondent Numbers   Team Leader 1   Key Stakeholder 1   Internal Stakeholder 8   External Stakeholder 3   Team Member 4   Other 10
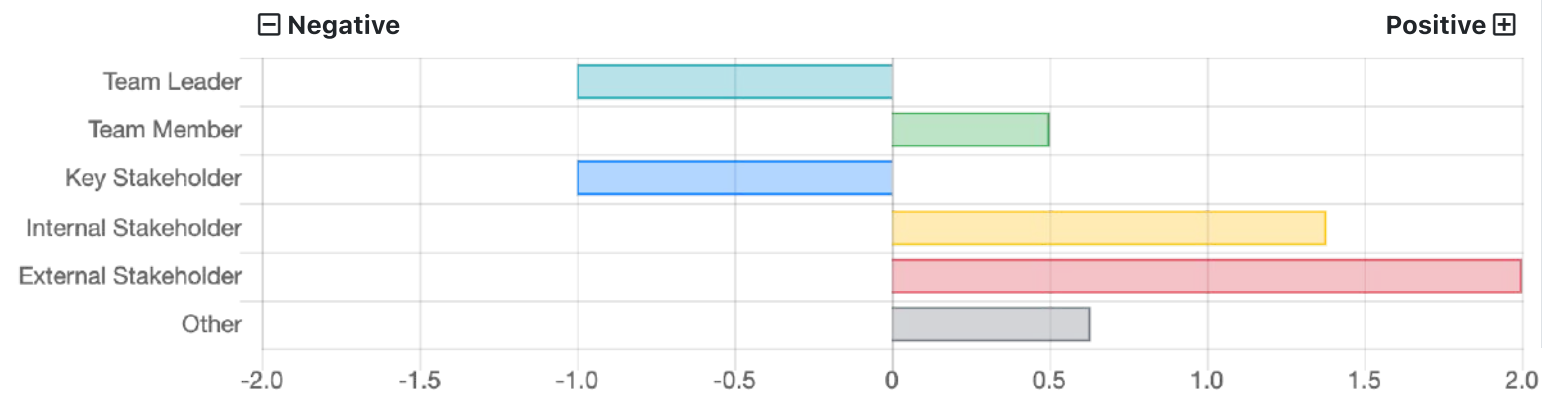
Member Type	Mean
Team Leader	-1.00
Team Member	0.50
Key Stakeholder	-1.00
Internal Stakeholder	1.38
External Stakeholder	2.00
Other **2**	0.63

SKILLS - Q3: The team together have the right skills set to effectively serve their purpose as a team. (Mean Responses)

Respondent Numbers   Team Leader 1   Key Stakeholder 1   Internal Stakeholder 8   External Stakeholder 3   Team Member 4   Other 10
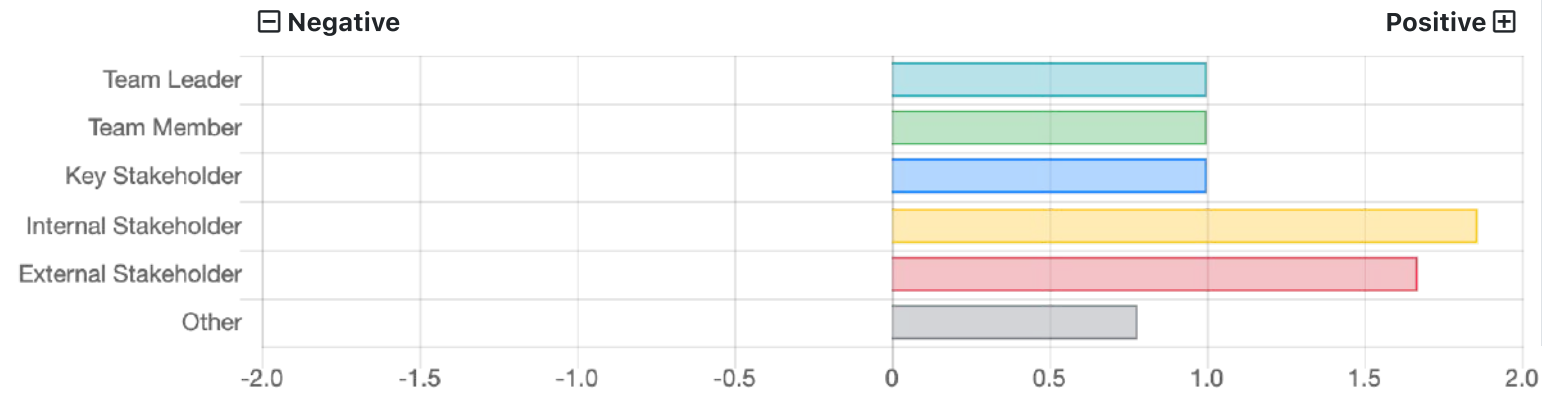
Member Type	Mean
Team Leader	1.00
Team Member	1.00
Key Stakeholder	1.00
Internal Stakeholder **1**	1.86
External Stakeholder	1.67
Other **1**	0.78

SKILLS - Q4: The team adapts skillfully to unfamiliar, unpredictable, complex, and challenging situations. (Mean Responses)

Respondent Numbers   Team Leader 1   Key Stakeholder 1   Internal Stakeholder 8   External Stakeholder 3   Team Member 4   Other 10
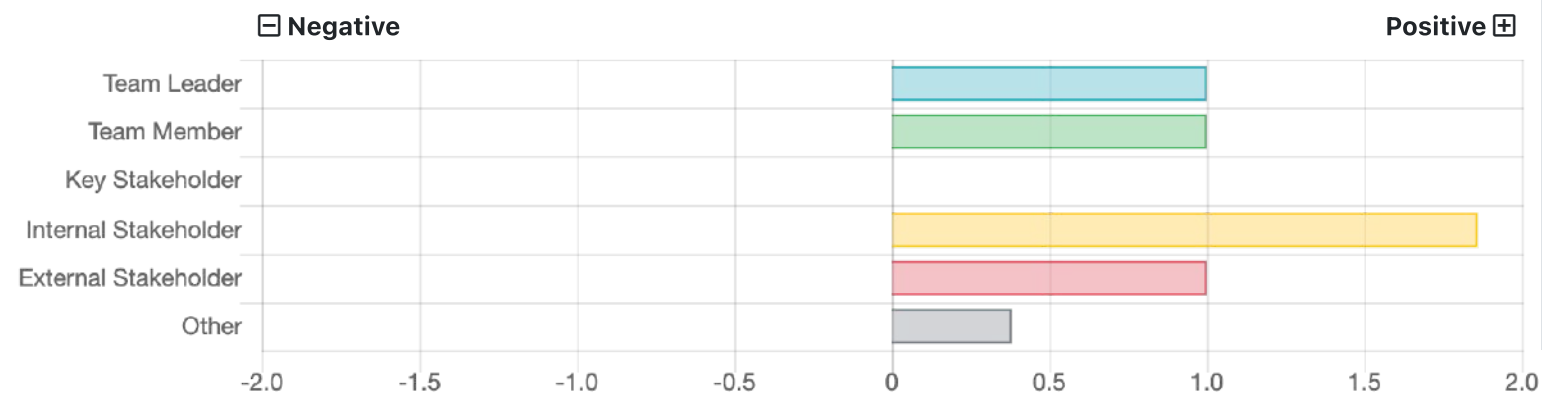
Member Type	Mean
Team Leader	1.00
Team Member	1.00
Key Stakeholder	0.00
Internal Stakeholder **1**	1.86
External Stakeholder	1.00
Other **2**	0.38

SKILLS - Q5: The team draws upon the skills of all its members. (Mean Responses)

Respondent Numbers: Team Leader 1 | Key Stakeholder 1 | Internal Stakeholder 8 | External Stakeholder 3 | Team Member 4 | Other 10

Unable to comment: 2

⊟ Negative ——————————————————— Positive ⊞

Member Type	Mean
Team Leader	1.00
Team Member	1.50
Key Stakeholder	1.00
Internal Stakeholder **1**	1.57
External Stakeholder	1.67
Other **1**	1.00

SKILLS - Q6: The team functions as a real team (i.e. the team work on their shared purpose together, they support each other and are not just a group of people completing separate tasks). (Mean Responses)

Respondent Numbers: Team Leader 1 | Key Stakeholder 1 | Internal Stakeholder 8 | External Stakeholder 3 | Team Member 4 | Other 10

Unable to comment: 3

⊟ Negative ——————————————————— Positive ⊞
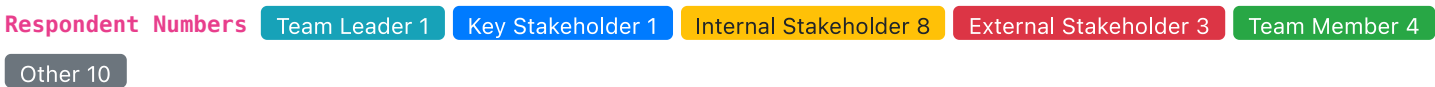
Member Type	Mean
Team Leader	-1.00
Team Member	1.25
Key Stakeholder	-1.00
Internal Stakeholder **1**	1.71
External Stakeholder	1.00
Other **2**	0.63
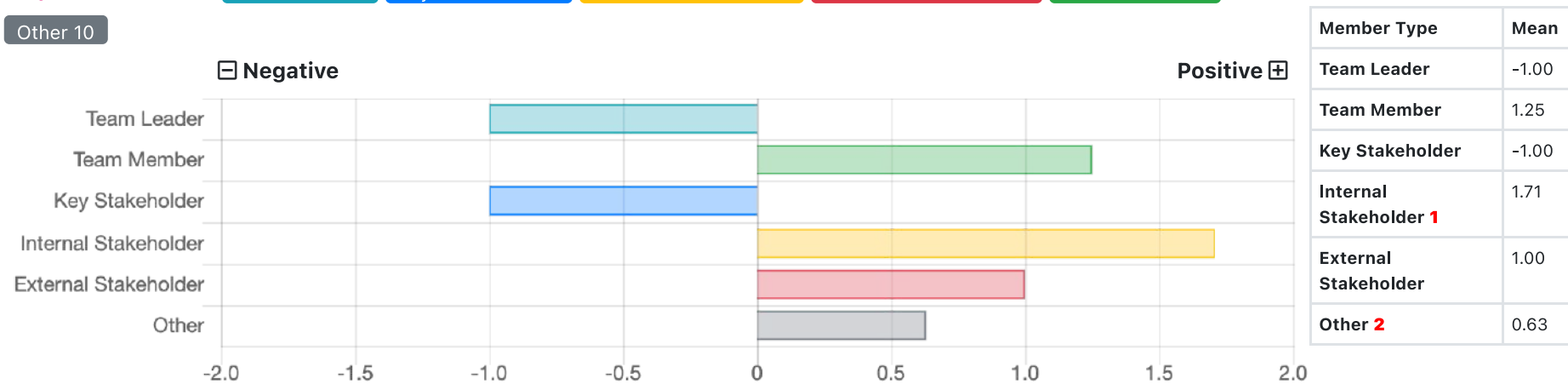
👤 Section (1) – **Skills Summary** - *6 Questions*

Respondent Numbers: Team Leader 1 | Key Stakeholder 1 | Internal Stakeholder 8 | External Stakeholder 3 | Team Member 4 | Other 10

⊟ Negative ——————————————————— Positive ⊞

Member Type	Mean
Team Leader	0.33
Team Member	0.88
Key Stakeholder	-0.17
Internal Stakeholder	1.46
External Stakeholder	1.50
Other	0.60
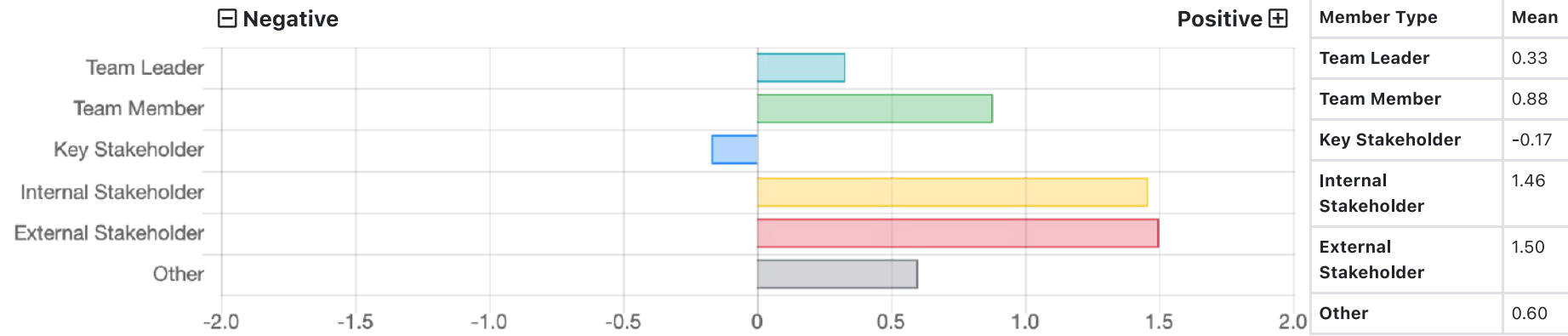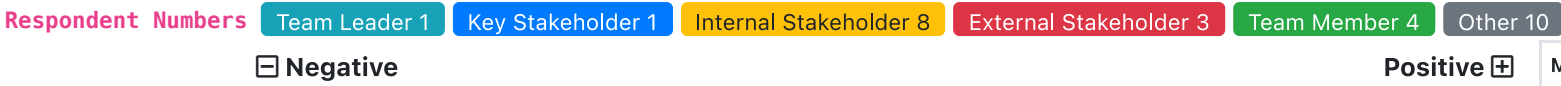
🏛 Section (2) – **Knowledge**

KNOWLEDGE - Q1: The team knows what is needed and expected by different stakeholders. (Stakeholders are individuals or entities that have a 'stake' or an interest in the team functioning effectively. They may be internal such as the finance or marketing department or external such as clients or regulators.) (Mean Responses)

Respondent Numbers | Team Leader 1 | Key Stakeholder 1 | Internal Stakeholder 8 | External Stakeholder 3 | Team Member 4 | Other 10
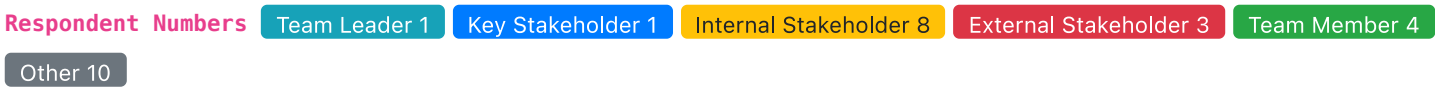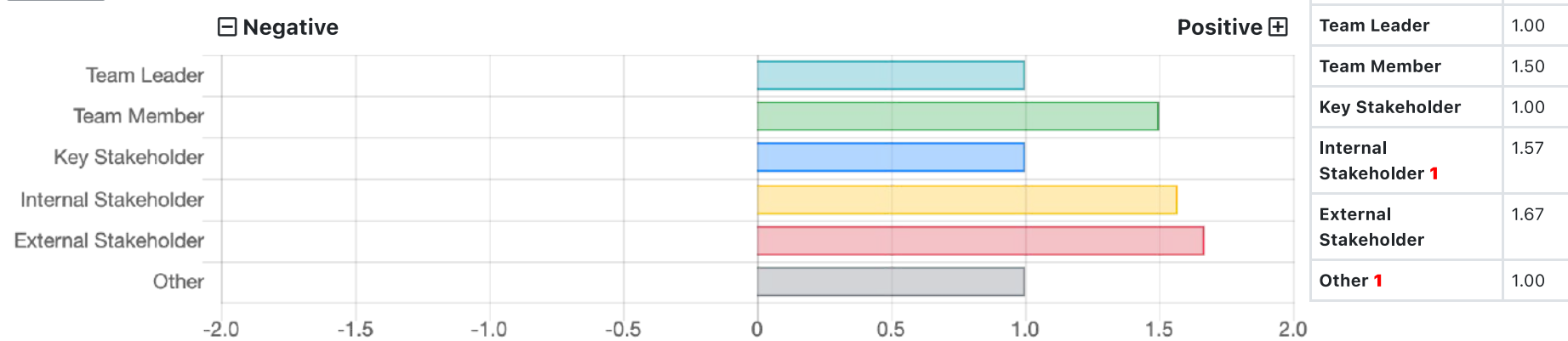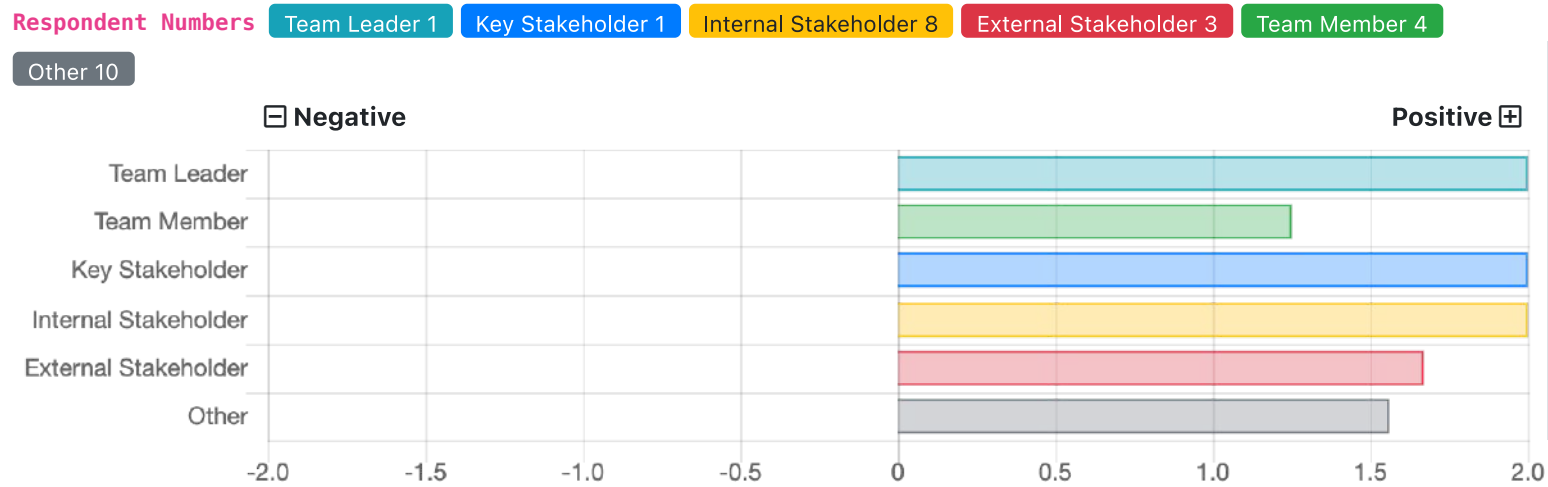
Unable to comment: 2

Member Type	Mean
Team Leader	2.00
Team Member	1.25
Key Stakeholder	2.00
Internal Stakeholder **1**	2.00
External Stakeholder	1.67
Other **1**	1.56

⊟ Negative .... Positive ⊞

KNOWLEDGE - Q2: The team asks the stakeholders for regular feedback. (Mean Responses)

Respondent Numbers | Team Leader 1 | Key Stakeholder 1 | Internal Stakeholder 8 | External Stakeholder 3 | Team Member 4 | Other 10

Unable to comment: 1

Member Type	Mean
Team Leader	1.00
Team Member	1.00
Key Stakeholder **1**	N/A
Internal Stakeholder	1.13
External Stakeholder	0.67
Other	1.20

⊟ Negative .... Positive ⊞

KNOWLEDGE - Q3: The team has a clearly defined purpose. (A team's purpose is the reason why a team exists and it should be aligned to the organisational purpose.) (Mean Responses)
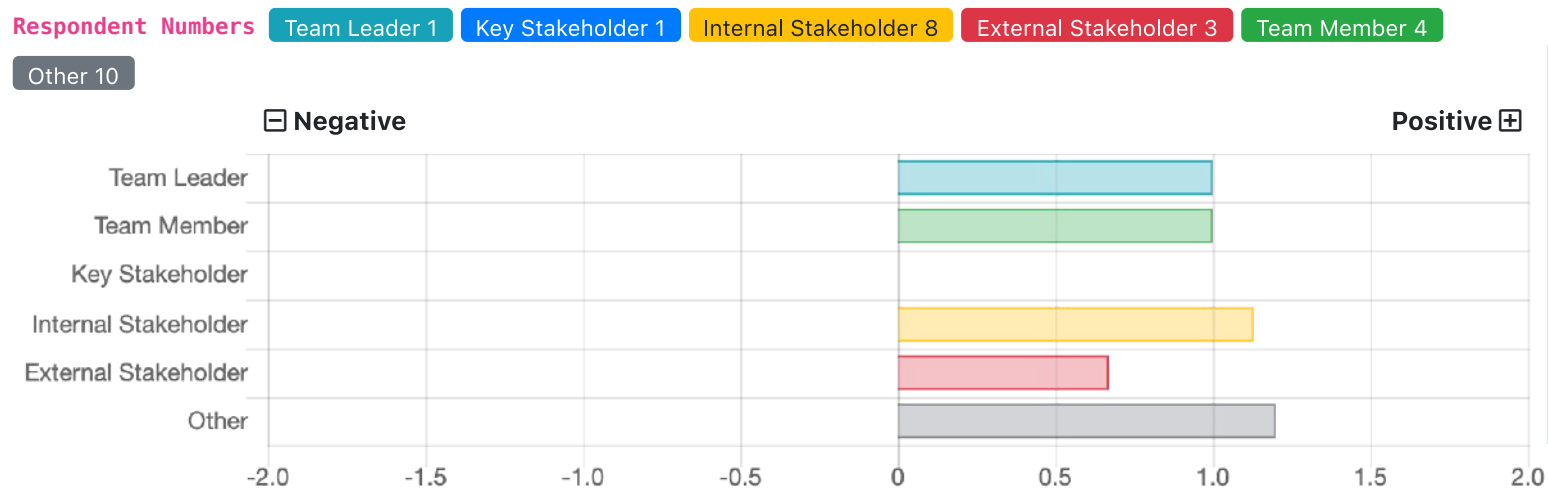
Respondent Numbers | Team Leader 1 | Key Stakeholder 1 | Internal Stakeholder 8 | External Stakeholder 3 | Team Member 4 | Other 10
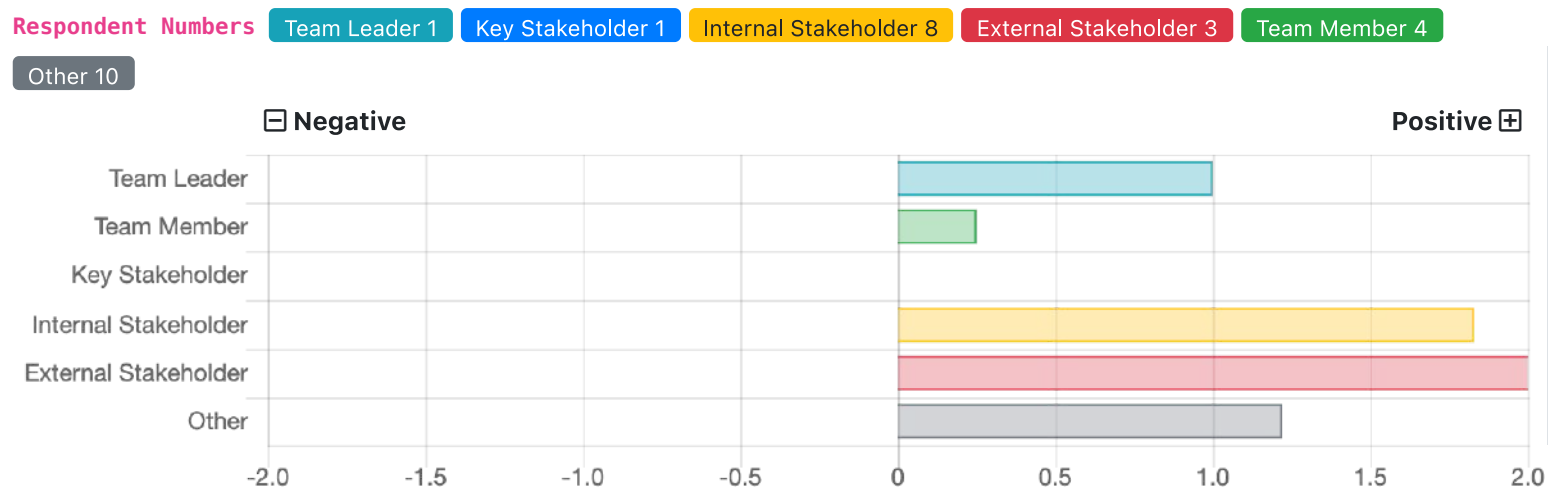
Unable to comment: 4

Member Type	Mean
Team Leader	1.00
Team Member	0.25
Key Stakeholder	0.00
Internal Stakeholder **2**	1.83
External Stakeholder **1**	2.50
Other **1**	1.22

⊟ Negative .... Positive ⊞

KNOWLEDGE - Q4: The team has the right knowledge to enable their purpose to be achieved. (Mean Responses)
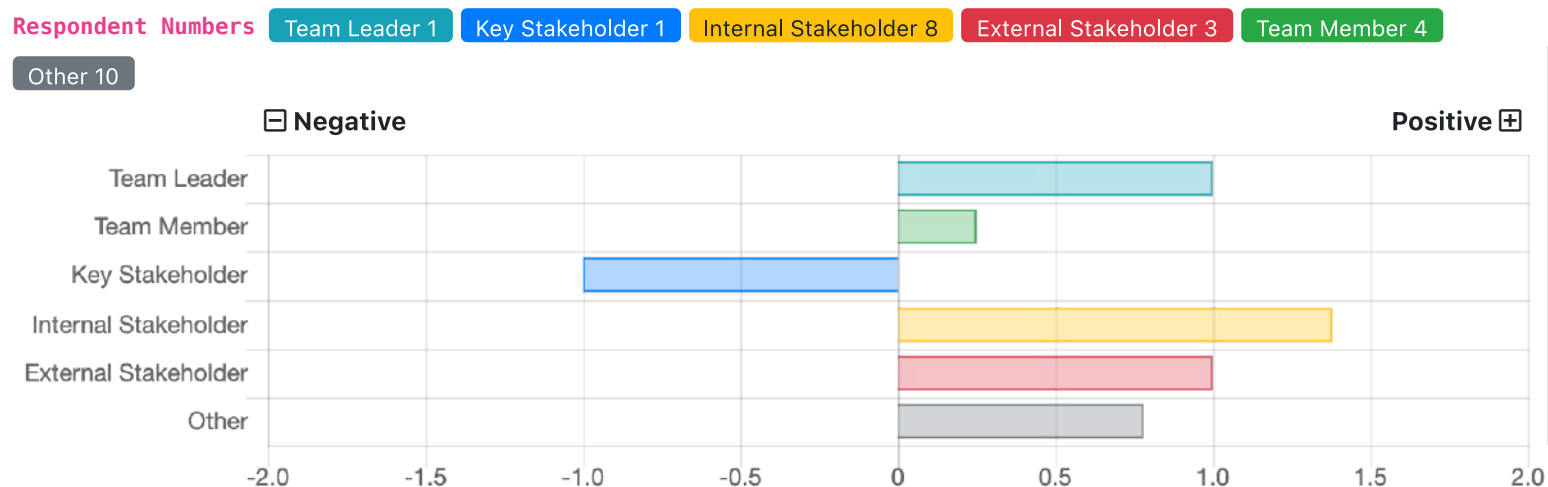
Respondent Numbers | Team Leader 1 | Key Stakeholder 1 | Internal Stakeholder 8 | External Stakeholder 3 | Team Member 4 | Other 10

Unable to comment: 1

Member Type	Mean
Team Leader	1.00
Team Member	0.25
Key Stakeholder	–1.00
Internal Stakeholder	1.38
External Stakeholder	1.00
Other **1**	0.78

⊟ Negative .... Positive ⊞

KNOWLEDGE - Q5: The team consciously captures and learns from team members who leave the team and also those who join the team. (Mean Responses)

Respondent Numbers: Team Leader 1 | Key Stakeholder 1 | Internal Stakeholder 8 | External Stakeholder 3 | Team Member 4 | Other 10

Unable to comment: 7

Member Type	Mean
Team Leader	1.00
Team Member	1.75
Key Stakeholder 1	N/A
Internal Stakeholder 3	2.80
External Stakeholder	2.00
Other 3	1.57
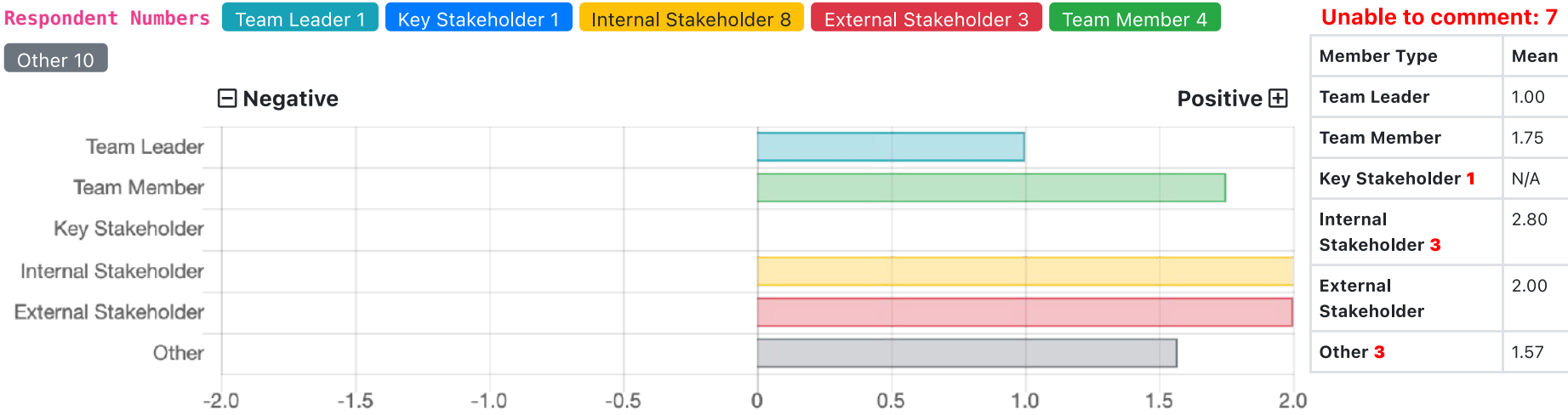
KNOWLEDGE - Q6: The team benchmarks their performance to similar teams in their field. (The team's field is for example education, hospitality, medical sector etc.) (Mean Responses)

Respondent Numbers: Team Leader 1 | Key Stakeholder 1 | Internal Stakeholder 8 | External Stakeholder 3 | Team Member 4 | Other 10

Unable to comment: 3

Member Type	Mean
Team Leader	0.00
Team Member	0.75
Key Stakeholder	0.00
Internal Stakeholder 1	1.14
External Stakeholder 1	0.00
Other 1	0.78
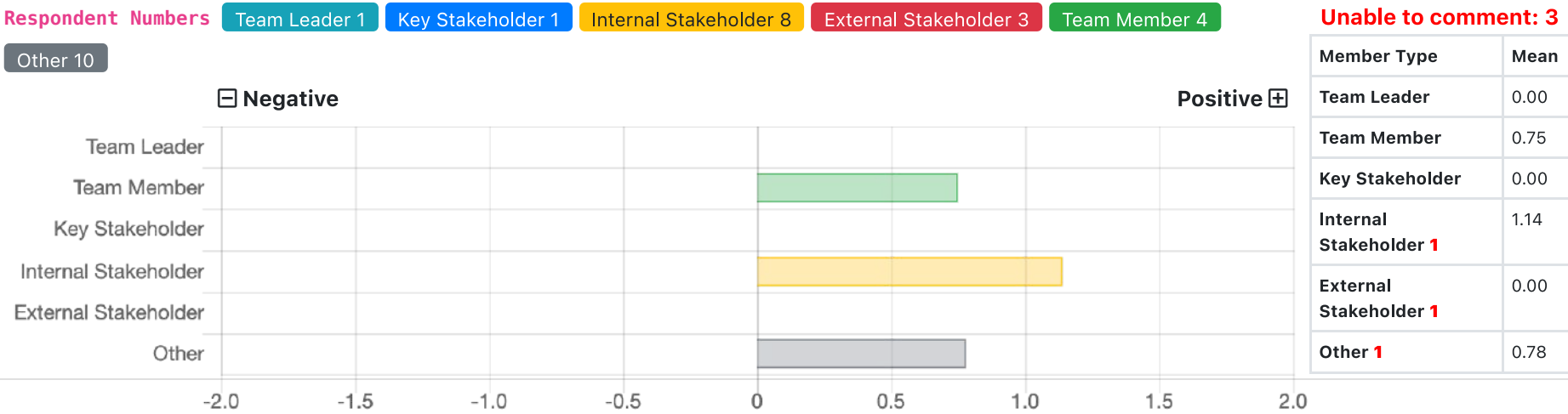
🏛 Section (2) – **Knowledge Summary** - *6 Questions*

Respondent Numbers: Team Leader 1 | Key Stakeholder 1 | Internal Stakeholder 8 | External Stakeholder 3 | Team Member 4 | Other 10

Member Type	Mean
Team Leader	1.00
Team Member	0.88
Key Stakeholder	0.17
Internal Stakeholder	1.40
External Stakeholder	1.17
Other	1.03
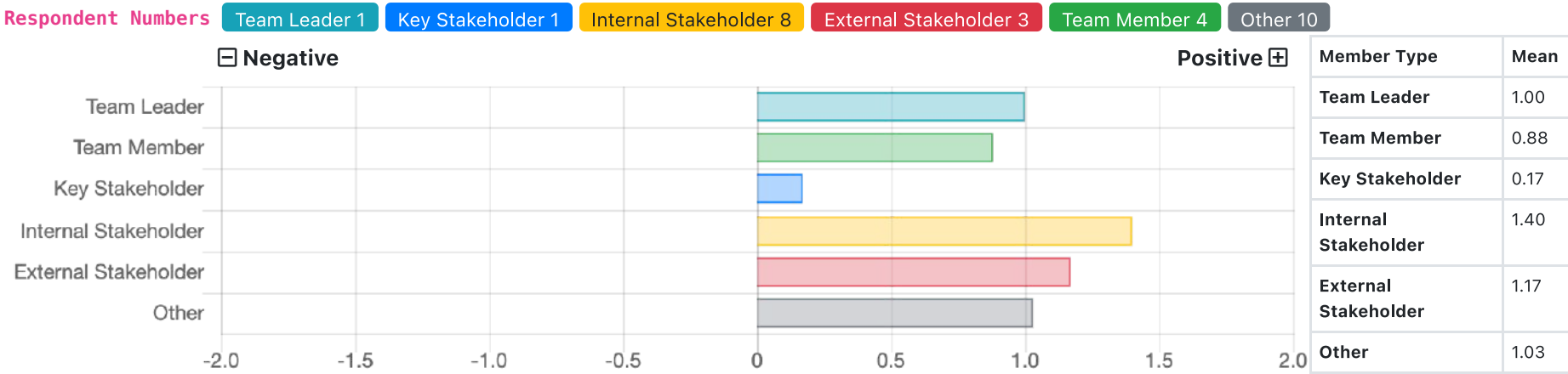
🤝 Section (3) – **Behaviours**

BEHAVIOURS - Q1: The team works in synergy. (Working in synergy means the team members work cooperatively and in flow with one another.)(Mean Responses)

Respondent Numbers | Team Leader 1 | Key Stakeholder 1 | Internal Stakeholder 8 | External Stakeholder 3 | Team Member 4 | Other 10

Unable to comment: 7

Team Leader	−1.00
Team Member	1.00
Key Stakeholder **1**	N/A
Internal Stakeholder **3**	2.40
External Stakeholder	1.00
Other **3**	1.43

BEHAVIOURS - Q2: The team embraces shared leadership. (Shared leadership refers to an environment where leadership is distributed among team members.)(Mean Responses)

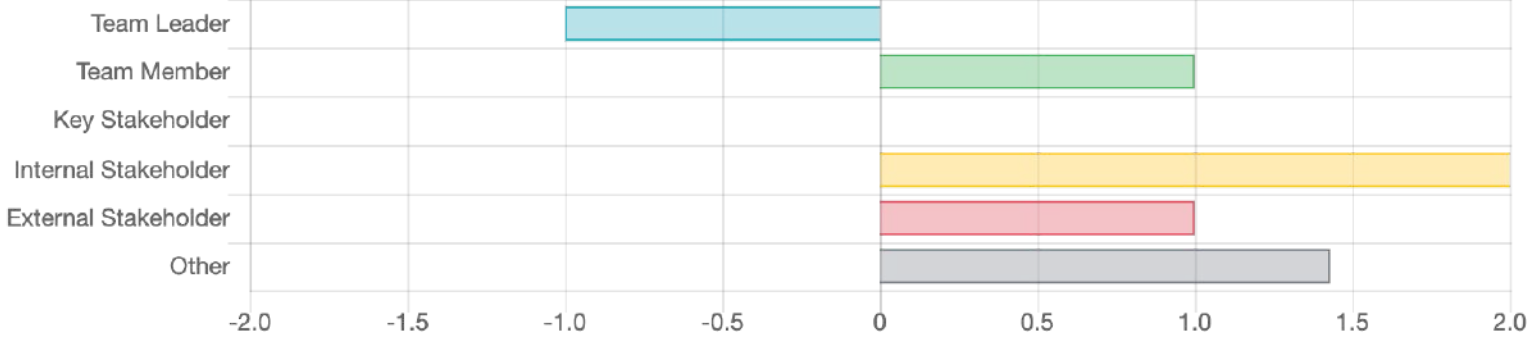**Respondent Numbers** | Team Leader 1 | Key Stakeholder 1 | Internal Stakeholder 8 | External Stakeholder 3 | Team Member 4 | Other 10
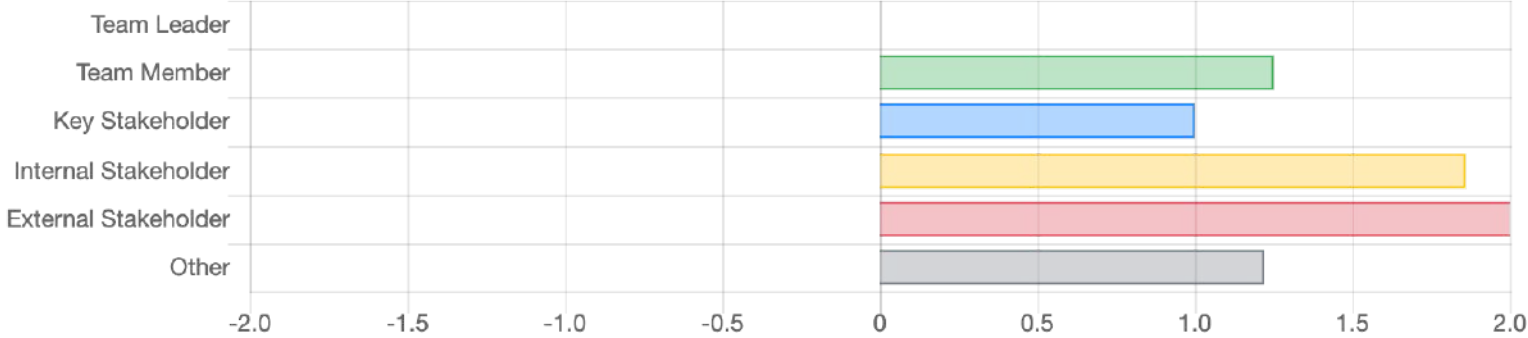
Unable to comment: 3

Team Leader	0.00
Team Member	1.25
Key Stakeholder	1.00
Internal Stakeholder **1**	1.86
External Stakeholder **1**	3.00
Other **1**	1.22

BEHAVIOURS - Q3: The team is engaged. (Being engaged means that the team is enthusiastic and positive in relation to their work.)(Mean Responses)

Respondent Numbers | Team Leader 1 | Key Stakeholder 1 | Internal Stakeholder 8 | External Stakeholder 3 | Team Member 4 | Other 10
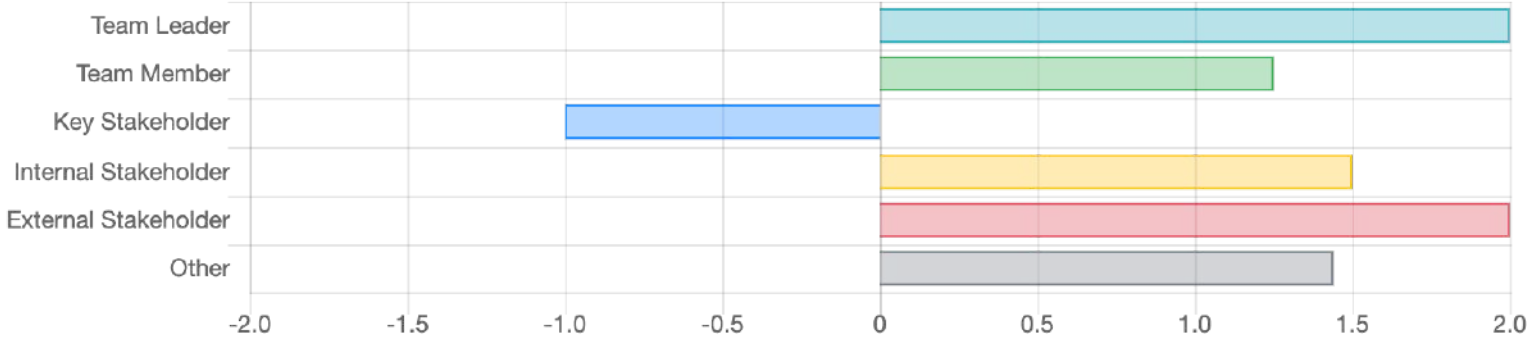
Unable to comment: 1

Team Leader	2.00
Team Member	1.25
Key Stakeholder	−1.00
Internal Stakeholder	1.50
External Stakeholder	2.00
Other **1**	1.44

BEHAVIOURS - Q4: The team is focused.(Mean Responses)

Respondent Numbers | Team Leader 1 | Key Stakeholder 1 | Internal Stakeholder 8 | External Stakeholder 3 | Team Member 4 | Other 10

Unable to comment: 2

Team Leader	1.00
Team Member	1.00
Key Stakeholder	−1.00
Internal Stakeholder **1**	1.86
External Stakeholder	2.00
Other **1**	1.22

BEHAVIOURS - Q5: The team can address difficult topics together, as opposed to avoiding them. (Mean Responses)

Team Leader 1 | Key Stakeholder 1 | Internal Stakeholder 8 | External Stakeholder 3 | Team Member 4 | Other 10

Negative	Positive

Team Leader	1.00
Team Member	1.00
Key Stakeholder	-1.00
Internal Stakeholder	1.50
External Stakeholder	1.33
Other	0.80
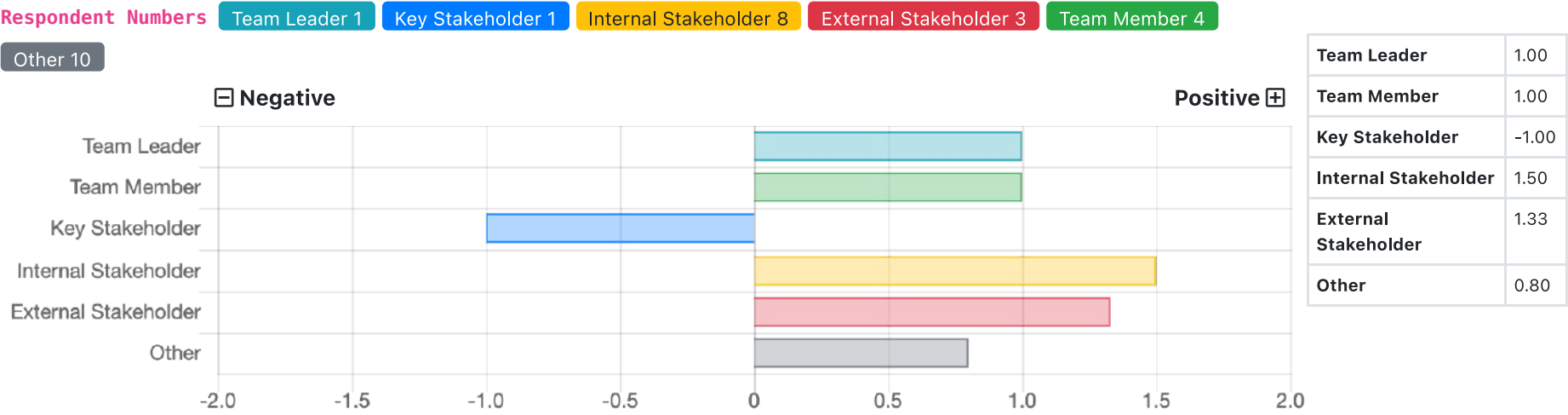
BEHAVIOURS - Q6: The team celebrates together. (Mean Responses)

Respondent Numbers | Team Leader 1 | Key Stakeholder 1 | Internal Stakeholder 8 | External Stakeholder 3 | Team Member 4 | Other 10

Unable to comment: 4

Negative	Positive

Team Leader	0.00
Team Member	0.75
Key Stakeholder	-1.00
Internal Stakeholder **2**	1.83
External Stakeholder	1.33
Other **2**	1.25

BEHAVIOURS - Q7: The team support each other. (Mean Responses)

Respondent Numbers | Team Leader 1 | Key Stakeholder 1 | Internal Stakeholder 8 | External Stakeholder 3 | Team Member 4 | Other 10
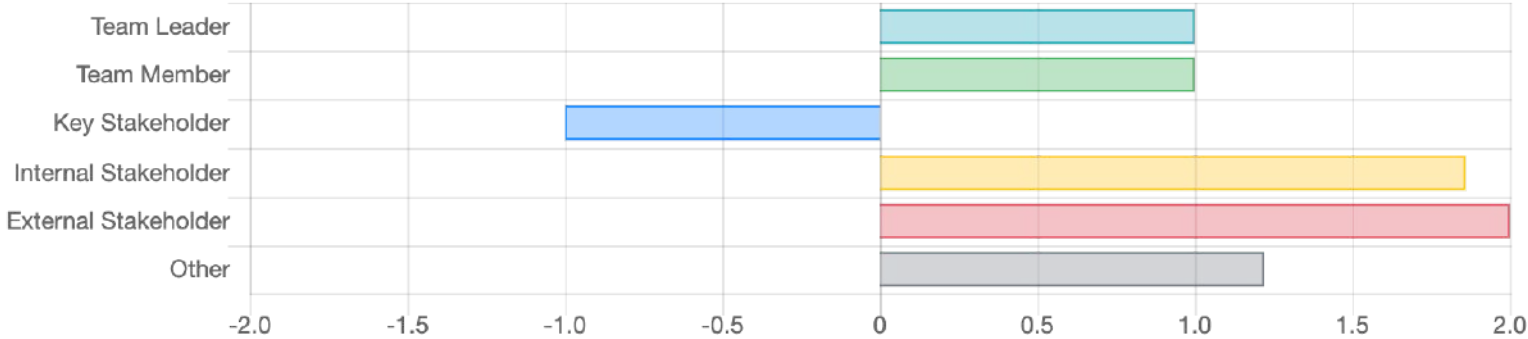
Unable to comment: 4

Negative	Positive

Team Leader	0.00
Team Member	1.75
Key Stakeholder	1.00
Internal Stakeholder **2**	2.33
External Stakeholder	1.67
Other **2**	1.13
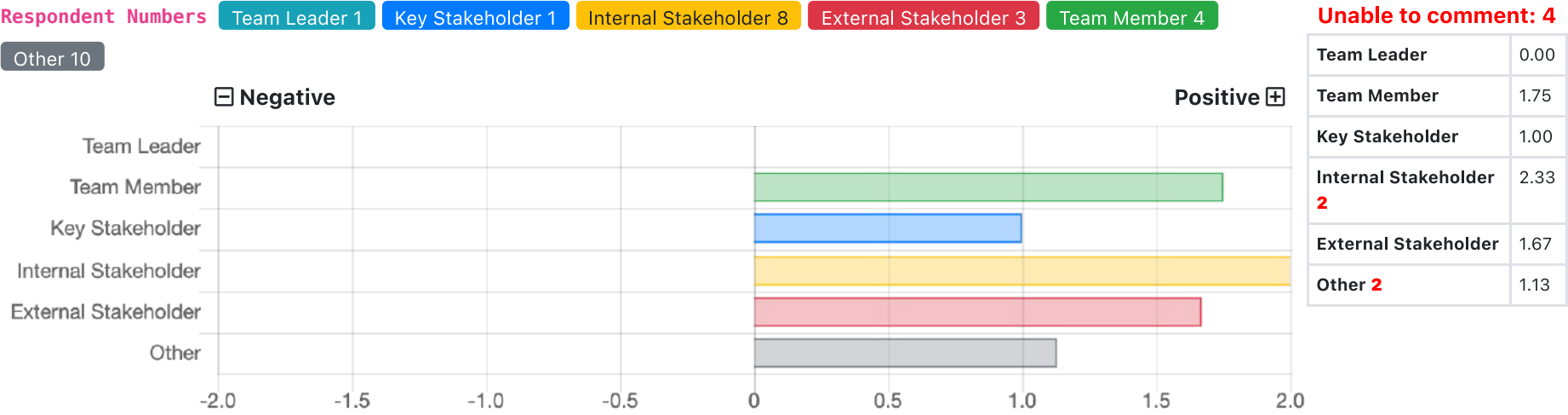
BEHAVIOURS - Q8: The team listens to and considers the views and ideas of all its members. (Mean Responses)

Respondent Numbers | Team Leader 1 | Key Stakeholder 1 | Internal Stakeholder 8 | External Stakeholder 3 | Team Member 4 | Other 10

Unable to comment: 1

Negative	Positive

Team Leader	2.00
Team Member	1.25
Key Stakeholder	-1.00
Internal Stakeholder	0.88
External Stakeholder	1.00
Other **1**	0.89
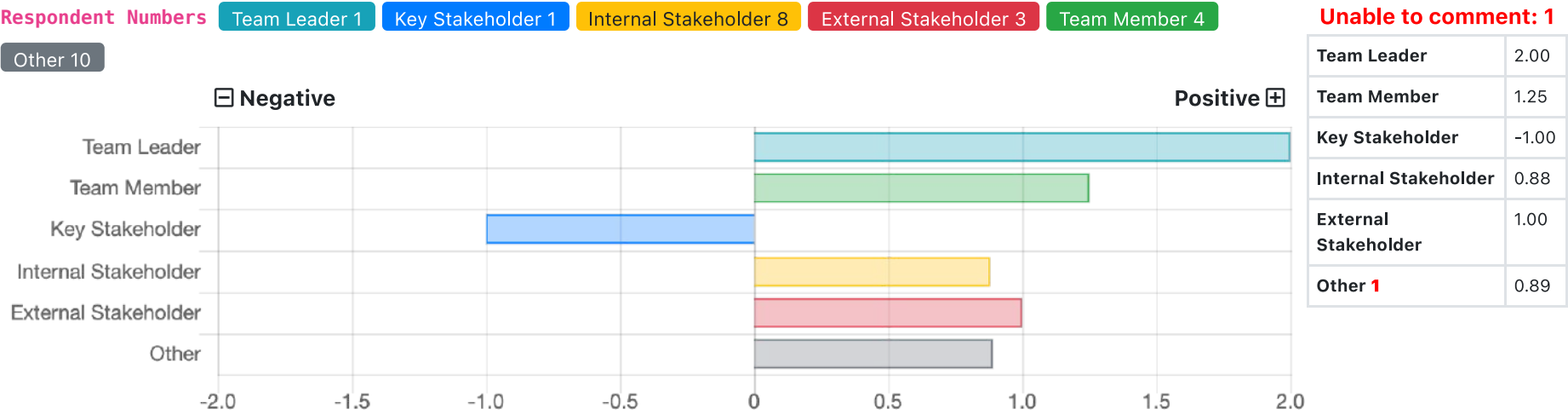
Section (3) - **Behaviours Summary** - *8 Questions*

Respondent Numbers | Team Leader 1 | Key Stakeholder 1 | Internal Stakeholder 8 | External Stakeholder 3 | Team Member 4 | Other 10
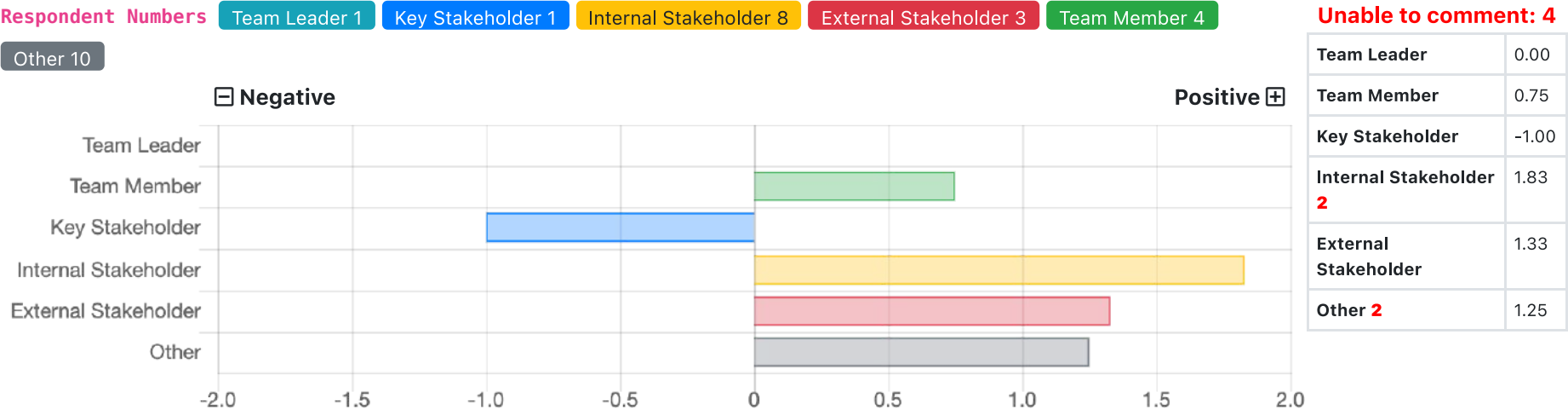
⊟ Negative   Positive ⊞
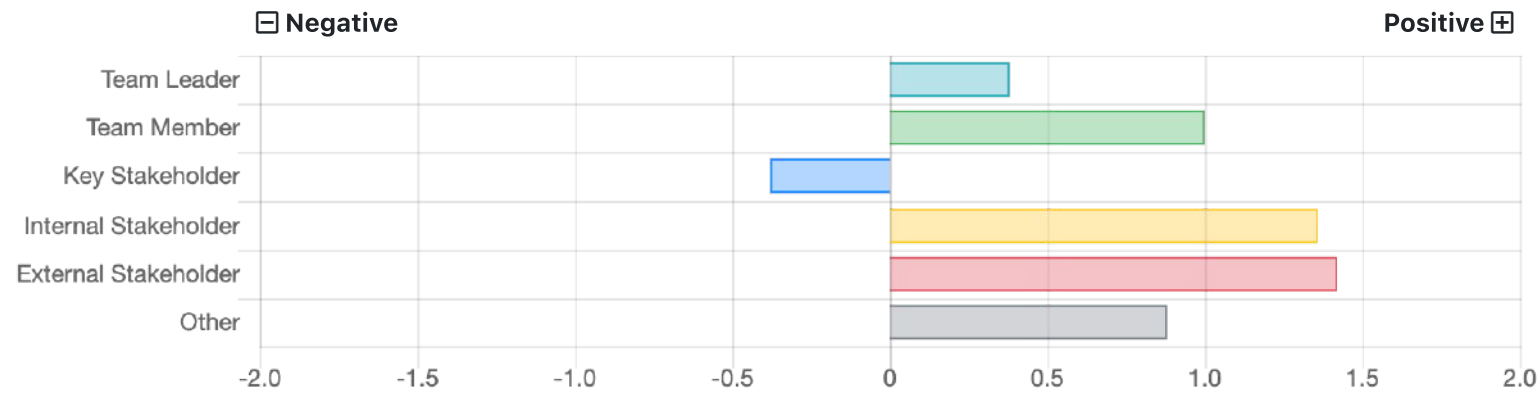
Member Type	Mean
Team Leader	0.38
Team Member	1.00
Key Stakeholder	-0.38
Internal Stakeholder	1.36
External Stakeholder	1.42
Other	0.88

Section (4) - **Reflection**

REFLECTION - Q1: The team recalibrates when needed and is agile/flexible when needed. (Mean Responses)

Respondent Numbers | Team Leader 1 | Key Stakeholder 1 | Internal Stakeholder 8 | External Stakeholder 3 | Team Member 4 | Other 10

Unable to comment: 1

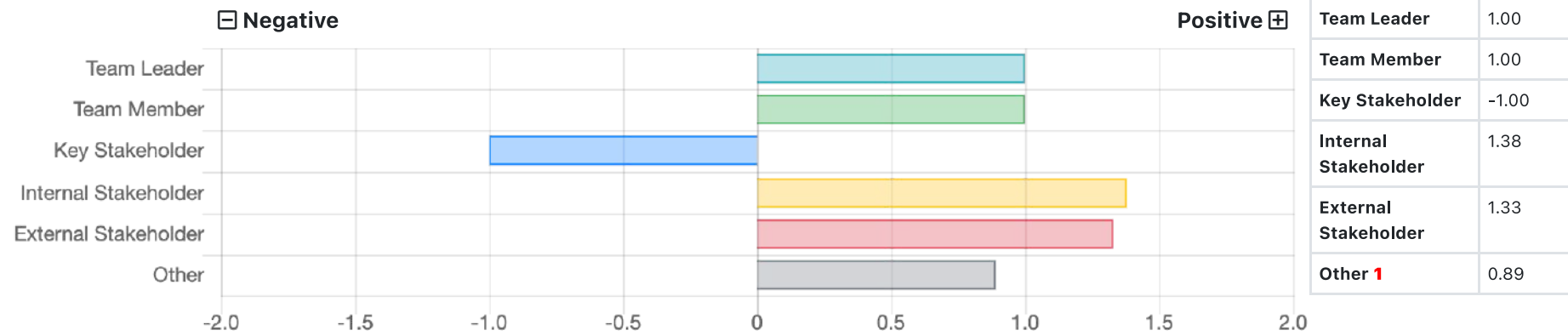| Member Type	Average
Team Leader	1.00
Team Member	1.00
Key Stakeholder	-1.00
Internal Stakeholder	1.38
External Stakeholder	1.33
Other **1**	0.89

⊟ Negative   Positive ⊞

Team Leader
Team Member
Key Stakeholder
Internal Stakeholder
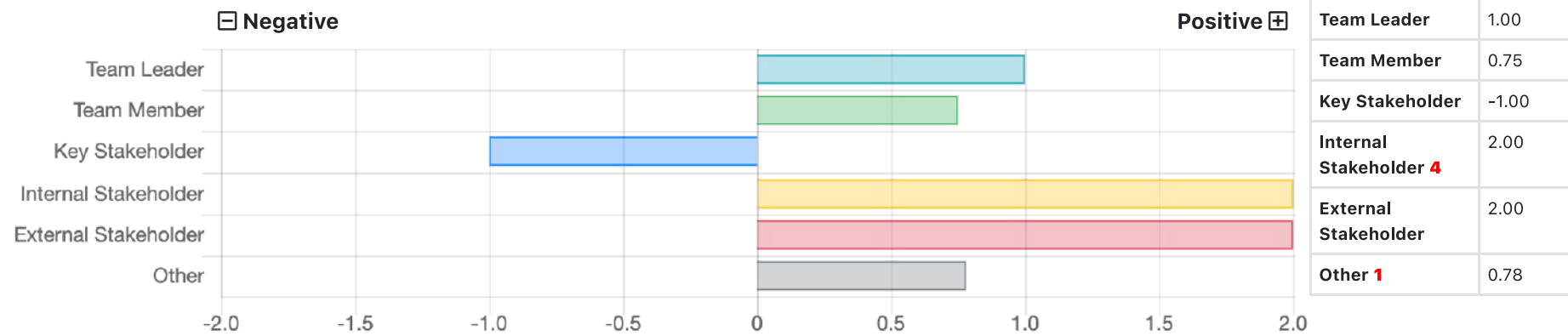External Stakeholder
Other

-2.0 -1.5 -1.0 -0.5 0 0.5 1.0 1.5 2.0

REFLECTION - Q2: The team is aligned in terms of strategies, objectives, purpose and values. (Mean Responses)

Respondent Numbers | Team Leader 1 | Key Stakeholder 1 | Internal Stakeholder 8 | External Stakeholder 3 | Team Member 4 | Other 10

Unable to comment: 5

Member Type	Average
Team Leader	1.00
Team Member	0.75
Key Stakeholder	-1.00
Internal Stakeholder **4**	2.00
External Stakeholder	2.00
Other **1**	0.78

⊟ Negative   Positive ⊞

Team Leader
Team Member
Key Stakeholder
Internal Stakeholder
External Stakeholder
Other

-2.0 -1.5 -1.0 -0.5 0 0.5 1.0 1.5 2.0

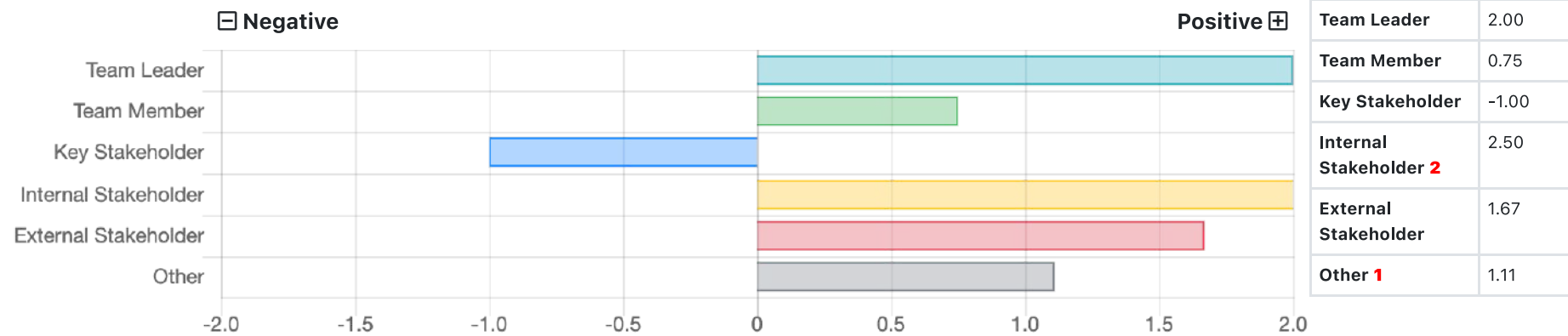**REFLECTION - Q3: The team makes time to work on innovation in terms of processes, products and services.** (Mean Responses)

Respondent Numbers | Team Leader 1 | Key Stakeholder 1 | Internal Stakeholder 8 | External Stakeholder 3 | Team Member 4 | Other 10

Unable to comment: 3

Member Type	Average
Team Leader	2.00
Team Member	0.75
Key Stakeholder	-1.00
Internal Stakeholder **2**	2.50
External Stakeholder	1.67
Other **1**	1.11

⊟ Negative   Positive ⊞

Team Leader
Team Member
Key Stakeholder
Internal Stakeholder
External Stakeholder
Other

-2.0 -1.5 -1.0 -0.5 0 0.5 1.0 1.5 2.0

REFLECTION - Q4: The team reflects upon the ways they work together. (Mean Responses)

Respondent Numbers | Team Leader 1 | Key Stakeholder 1 | Internal Stakeholder 8 | External Stakeholder 3 | Team Member 4 | Other 10

Unable to comment: 4

Member Type	Average
Team Leader	1.00
Team Member	1.00
Key Stakeholder	-1.00
Internal Stakeholder **3**	2.00
External Stakeholder	1.67
Other **1**	1.22

⊟ Negative   Positive ⊞

Team Leader
Team Member
Key Stakeholder
Internal Stakeholder
External Stakeholder
Other

-2.0 -1.5 -1.0 -0.5 0 0.5 1.0 1.5 2.0

REFLECTION - Q5: The team reflects upon their work and priorities. (Mean Responses)

Respondent Numbers — Team Leader 1 — Key Stakeholder 1 — Internal Stakeholder 8 — External Stakeholder 3 — Team Member 4 — Other 10
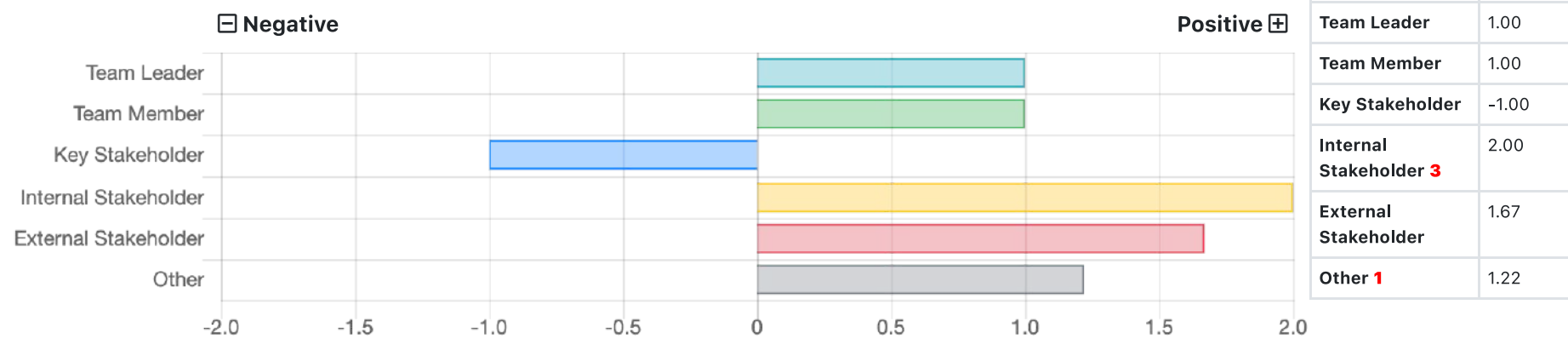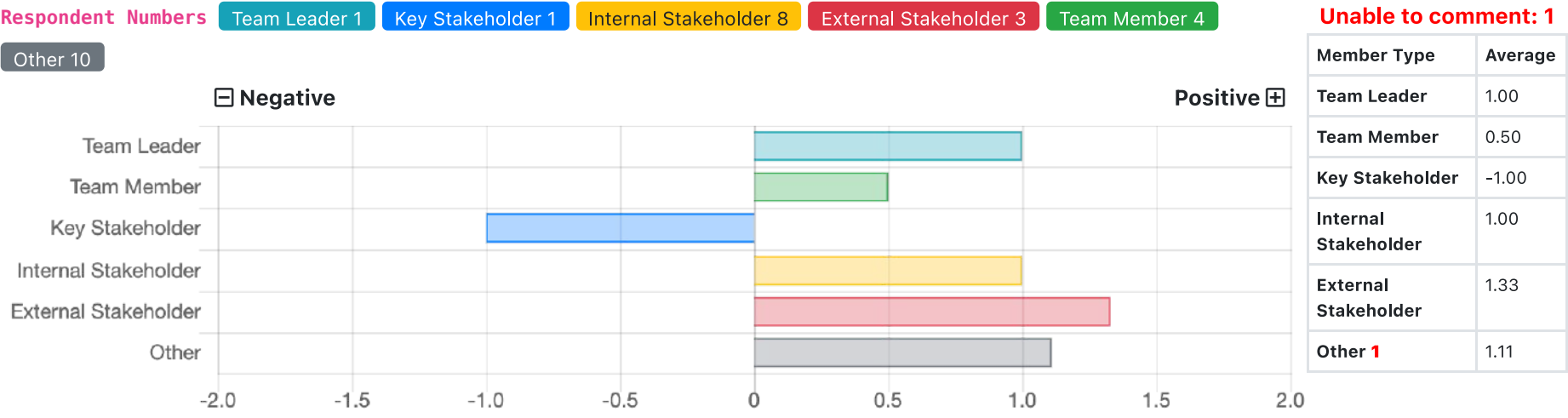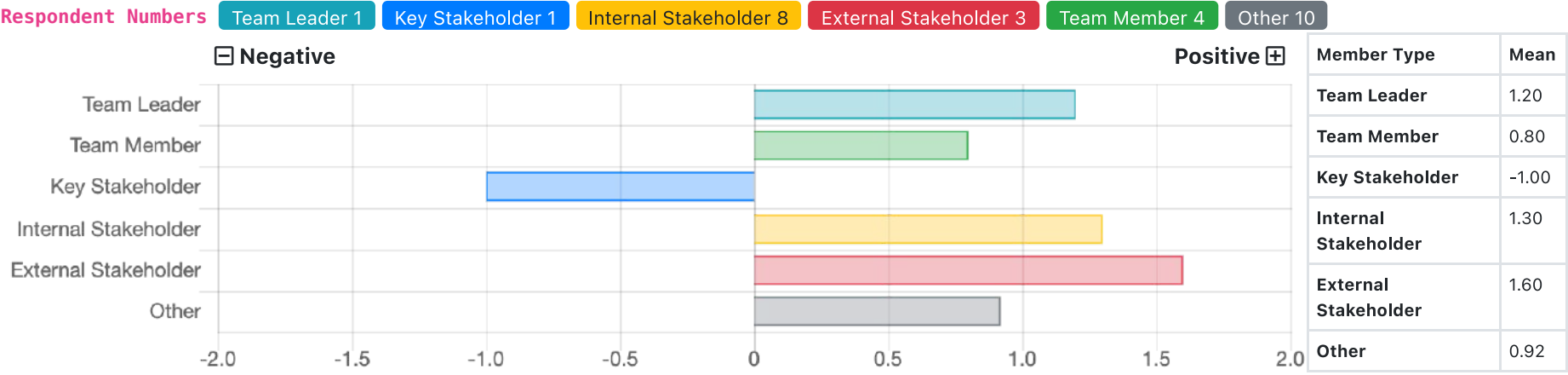
Unable to comment: 1

⊟ Negative   Positive ⊞

Member Type	Average
Team Leader	1.00
Team Member	0.50
Key Stakeholder	-1.00
Internal Stakeholder	1.00
External Stakeholder	1.33
Other **1**	1.11

💬 Section (4) - **Reflection Summary** - *5 Questions*

Respondent Numbers — Team Leader 1 — Key Stakeholder 1 — Internal Stakeholder 8 — External Stakeholder 3 — Team Member 4 — Other 10

⊟ Negative   Positive ⊞

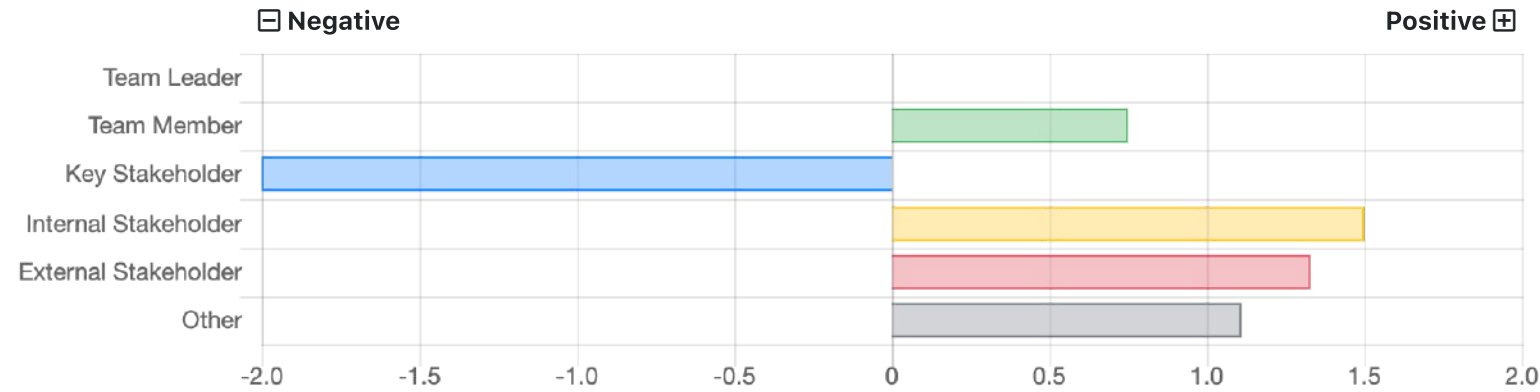| Member Type	Mean
Team Leader	1.20
Team Member	0.80
Key Stakeholder	-1.00
Internal Stakeholder	1.30
External Stakeholder	1.60
Other	0.92

🎬 Section (5) – **Action**

ACTION - Q1: The team has clear and agreed ways of working together. (Mean Responses)

Respondent Numbers: Team Leader 1 | Key Stakeholder 1 | Internal Stakeholder 8 | External Stakeholder 3 | Team Member 4 | Other 10
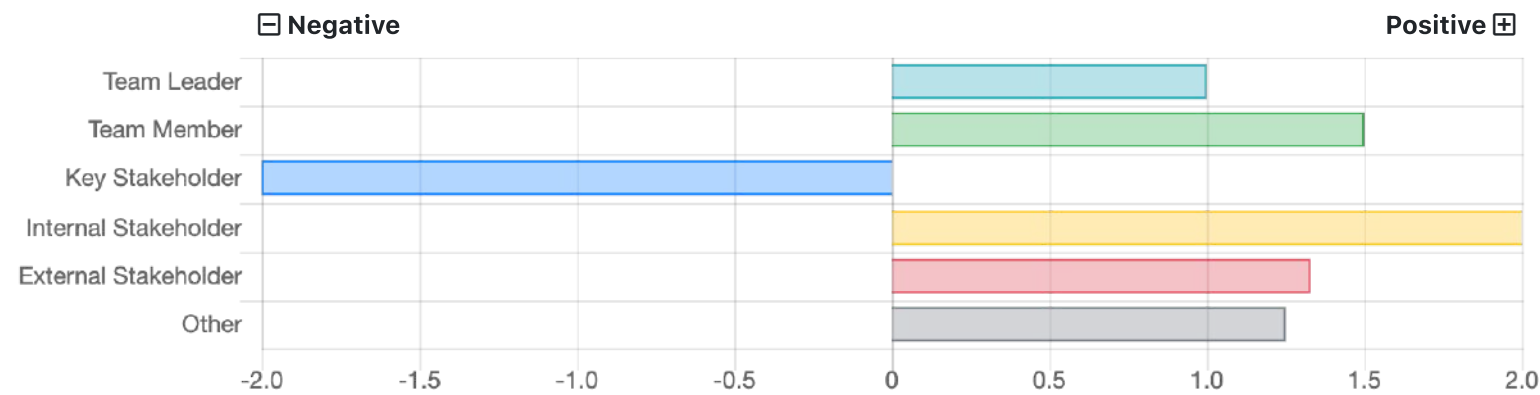
Unable to comment: 3

Member Type	Average
Team Leader	0.00
Team Member	0.75
Key Stakeholder	-2.00
Internal Stakeholder **2**	1.50
External Stakeholder	1.33
Other **1**	1.11

ACTION - Q2: The team acts responsively to feedback from each other as well as from stakeholders. (Mean Responses)

Respondent Numbers: Team Leader 1 | Key Stakeholder 1 | Internal Stakeholder 8 | External Stakeholder 3 | Team Member 4 | Other 10

Unable to comment: 5

Member Type	Average
Team Leader	1.00
Team Member	1.50
Key Stakeholder	-2.00
Internal Stakeholder **3**	2.40
External Stakeholder	1.33
Other **2**	1.25

ACTION - Q3: The team are clear about the role of each member in the team. (Mean Responses)

Respondent Numbers: Team Leader 1 | Key Stakeholder 1 | Internal Stakeholder 8 | External Stakeholder 3 | Team Member 4 | Other 10
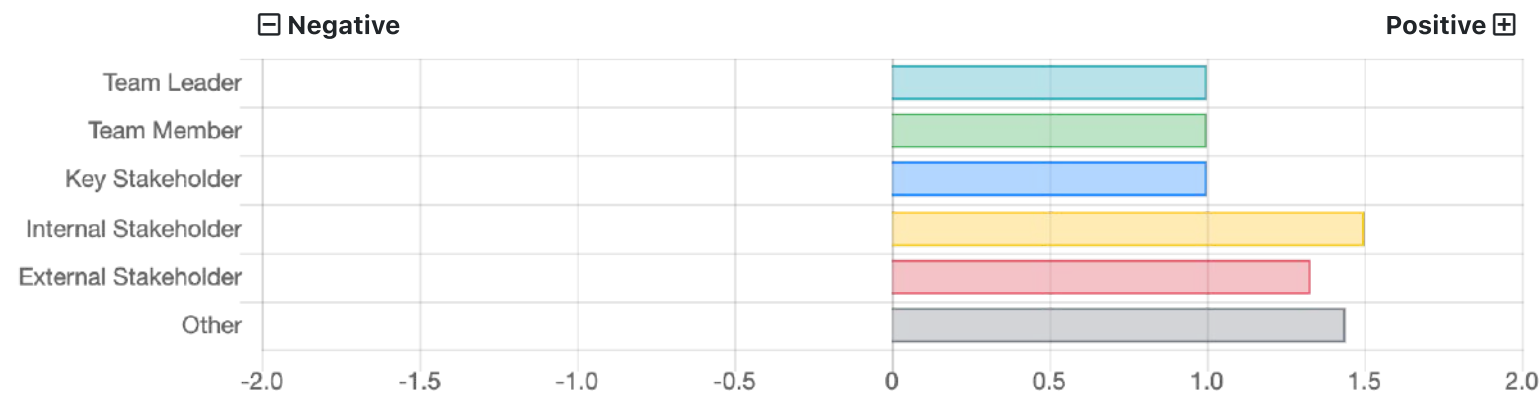
Unable to comment: 3

Member Type	Average
Team Leader	1.00
Team Member	1.00
Key Stakeholder	1.00
Internal Stakeholder **2**	1.50
External Stakeholder	1.33
Other **1**	1.44

ACTION - Q4: The team members represent the whole team when communicating to internal and external stakeholders. (Mean Responses)

Respondent Numbers: Team Leader 1 | Key Stakeholder 1 | Internal Stakeholder 8 | External Stakeholder 3 | Team Member 4 | Other 10
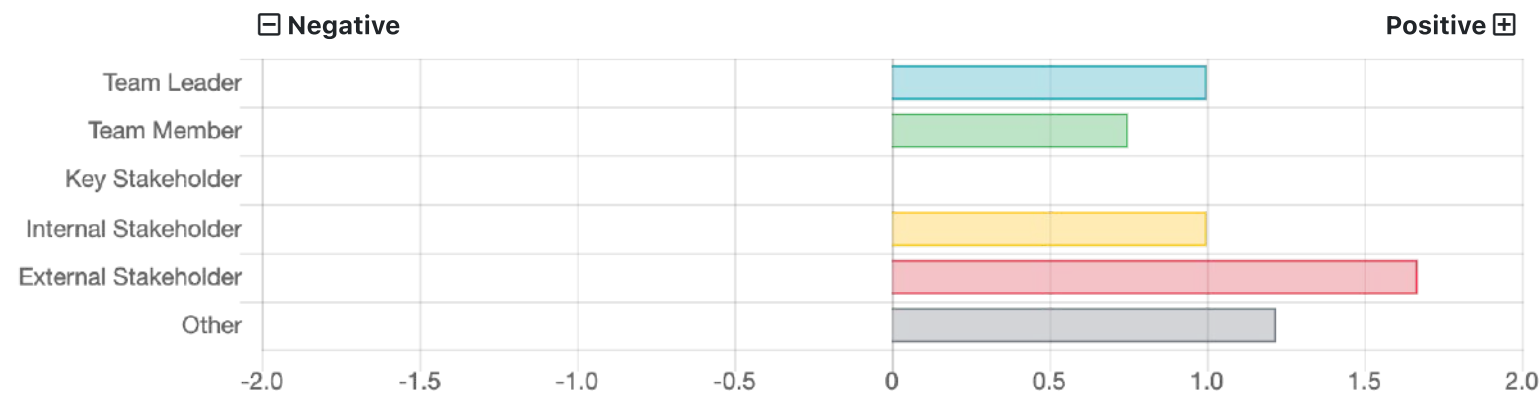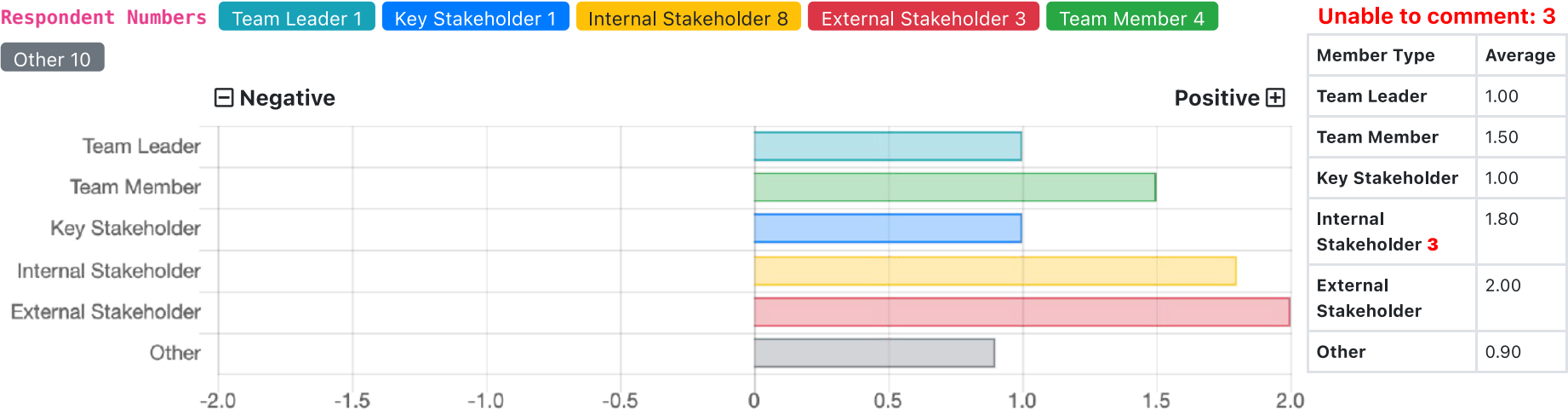
Unable to comment: 2

Member Type	Average
Team Leader	1.00
Team Member	0.75
Key Stakeholder	0.00
Internal Stakeholder **1**	1.00
External Stakeholder	1.67
Other **1**	1.22

ACTION - Q5: The team acts on brand/aligned to the organization's values. *(Mean Responses)*

Respondent Numbers: `Team Leader 1` `Key Stakeholder 1` `Internal Stakeholder 8` `External Stakeholder 3` `Team Member 4` `Other 10`

Unable to comment: 3

Member Type	Average
Team Leader	1.00
Team Member	1.50
Key Stakeholder	1.00
Internal Stakeholder **3**	1.80
External Stakeholder	2.00
Other	0.90

ACTION - Q6: The team reviews what they delivered, what they were unable to deliver and ways to act together more effectively. *(Mean Responses)*

Respondent Numbers: `Team Leader 1` `Key Stakeholder 1` `Internal Stakeholder 8` `External Stakeholder 3` `Team Member 4` `Other 10`
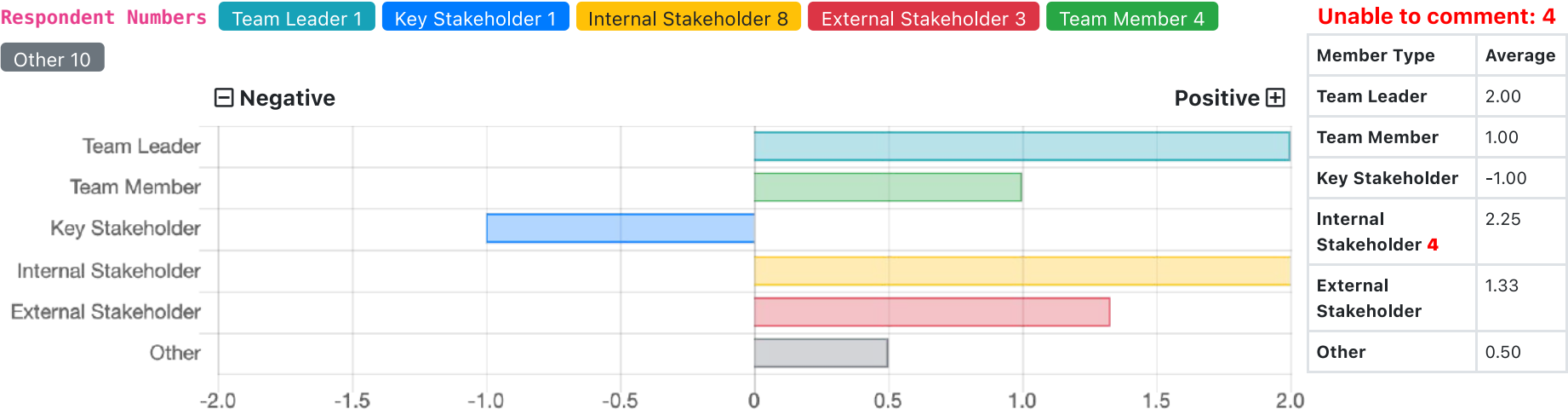
Unable to comment: 4

Member Type	Average
Team Leader	2.00
Team Member	1.00
Key Stakeholder	-1.00
Internal Stakeholder **4**	2.25
External Stakeholder	1.33
Other	0.50

🎬 Section (5) - **Action Summary** - *6 Questions*

Respondent Numbers: `Team Leader 1` `Key Stakeholder 1` `Internal Stakeholder 8` `External Stakeholder 3` `Team Member 4` `Other 10`

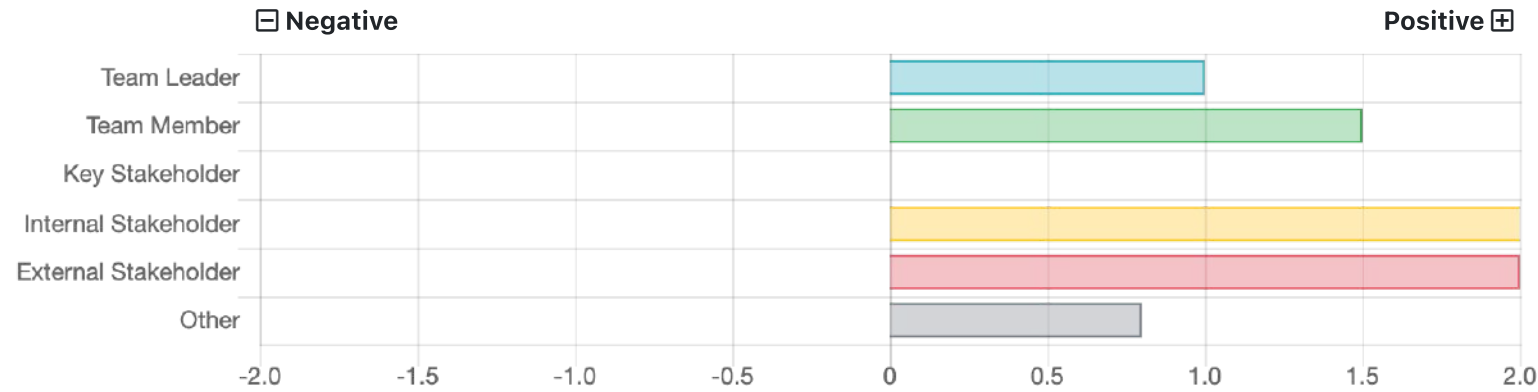| Member Type	Mean
Team Leader	1.00
Team Member	1.08
Key Stakeholder	-0.50
Internal Stakeholder	1.15
External Stakeholder	1.50
Other	0.97
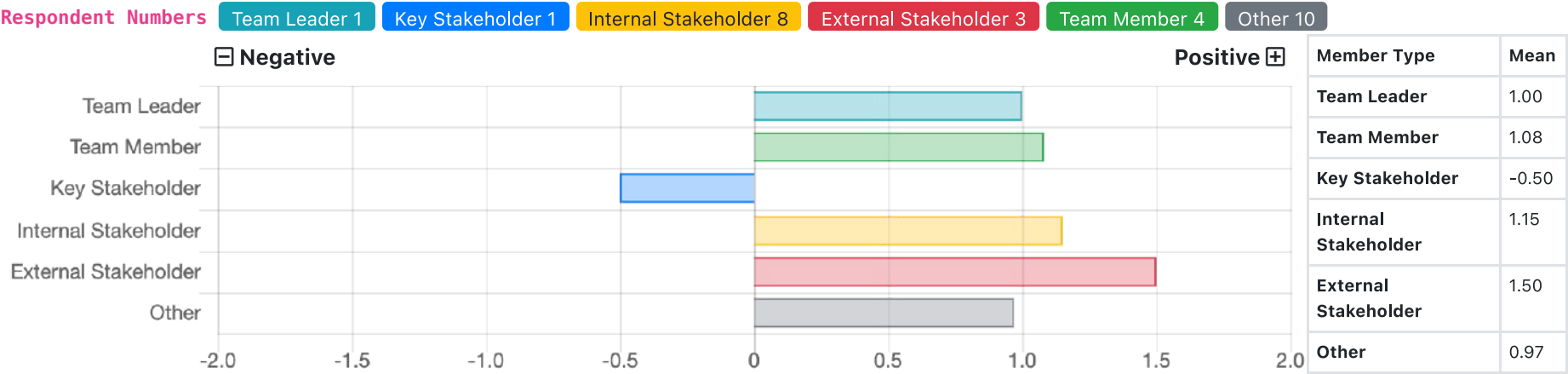
RESULTS - Q1: The team members are accountable to each other.(Mean Responses)

Respondent Numbers | Team Leader 1 | Key Stakeholder 1 | Internal Stakeholder 8 | External Stakeholder 3 | Team Member 4
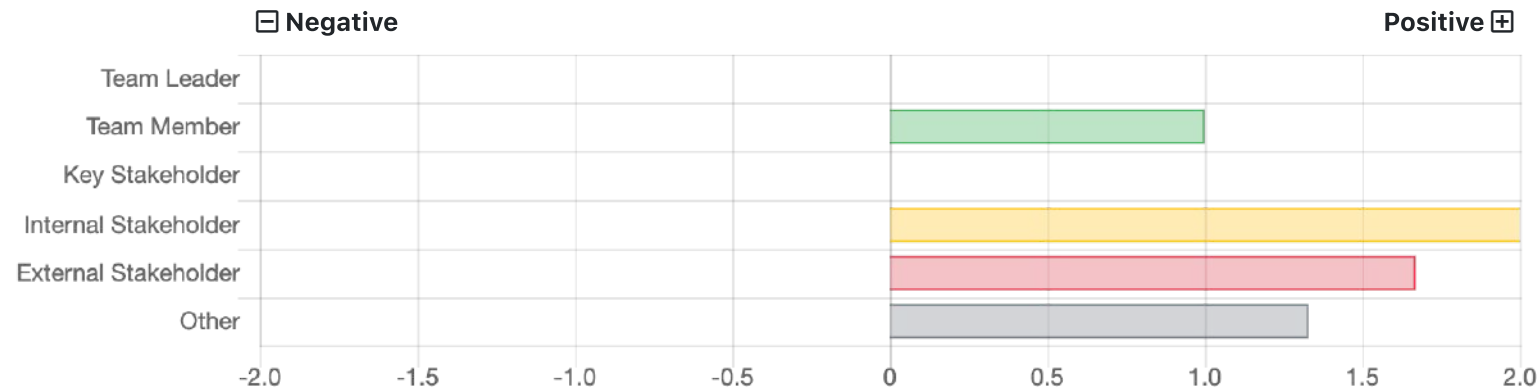Other 10

☐ **Negative**   **Positive** ☐

Unable to comment: 4

Member Type	Average
Team Leader	1.00
Team Member	1.50
Key Stakeholder	0.00
Internal Stakeholder **4**	2.25
External Stakeholder	2.00
Other	0.80

RESULTS - Q2: The team is responsive.(Mean Responses)

Respondent Numbers | Team Leader 1 | Key Stakeholder 1 | Internal Stakeholder 8 | External Stakeholder 3 | Team Member 4
Other 10

☐ **Negative**   **Positive** ☐

Unable to comment: 4

Member Type	Average
Team Leader	0.00
Team Member	1.00
Key Stakeholder	0.00
Internal Stakeholder **3**	2.40
External Stakeholder	1.67
Other **1**	1.33

RESULTS - Q3: The team delivers quality results.(Mean Responses)

Respondent Numbers | Team Leader 1 | Key Stakeholder 1 | Internal Stakeholder 8 | External Stakeholder 3 | Team Member 4
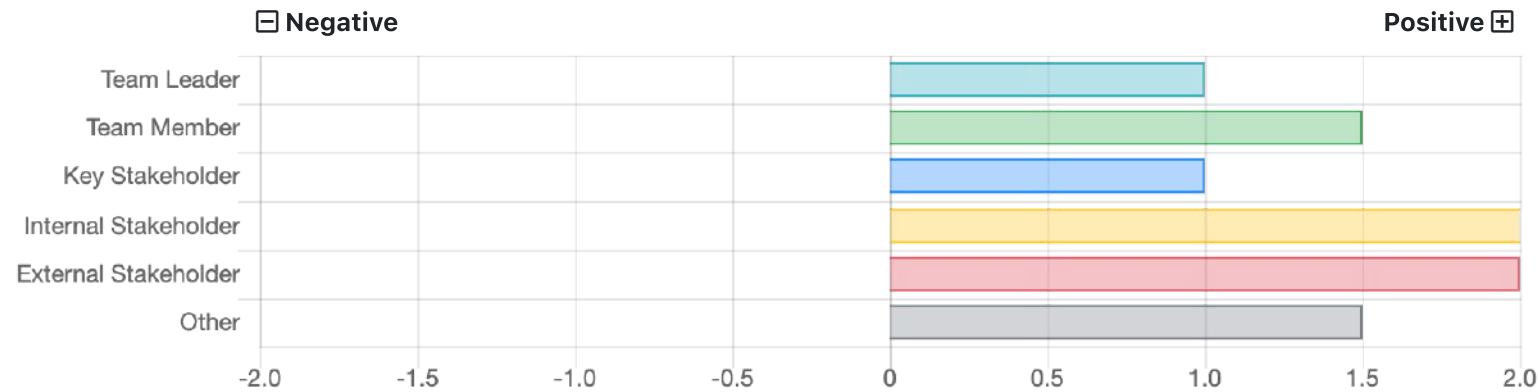Other 10

☐ **Negative**   **Positive** ☐

Unable to comment: 4

Member Type	Average
Team Leader	1.00
Team Member	1.50
Key Stakeholder	1.00
Internal Stakeholder **2**	2.33
External Stakeholder	2.00
Other **2**	1.50

RESULTS - Q4: The team openly communicates concerns within the team with regards to quality, quantity, time and costs.(Mean Responses)

Respondent Numbers | Team Leader 1 | Key Stakeholder 1 | Internal Stakeholder 8 | External Stakeholder 3 | Team Member 4
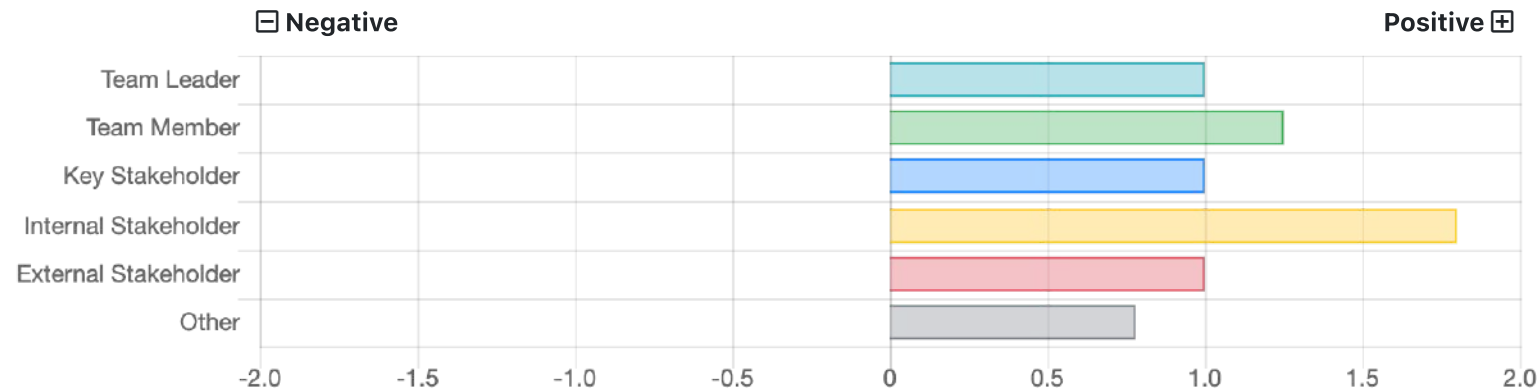Other 10

☐ **Negative**   **Positive** ☐

Unable to comment: 4

Member Type	Average
Team Leader	1.00
Team Member	1.25
Key Stakeholder	1.00
Internal Stakeholder **3**	1.80
External Stakeholder	1.00
Other **1**	0.78

RESULTS - Q5: The team uses their learning from retrospectives after projects to improve future action. (Mean Responses)

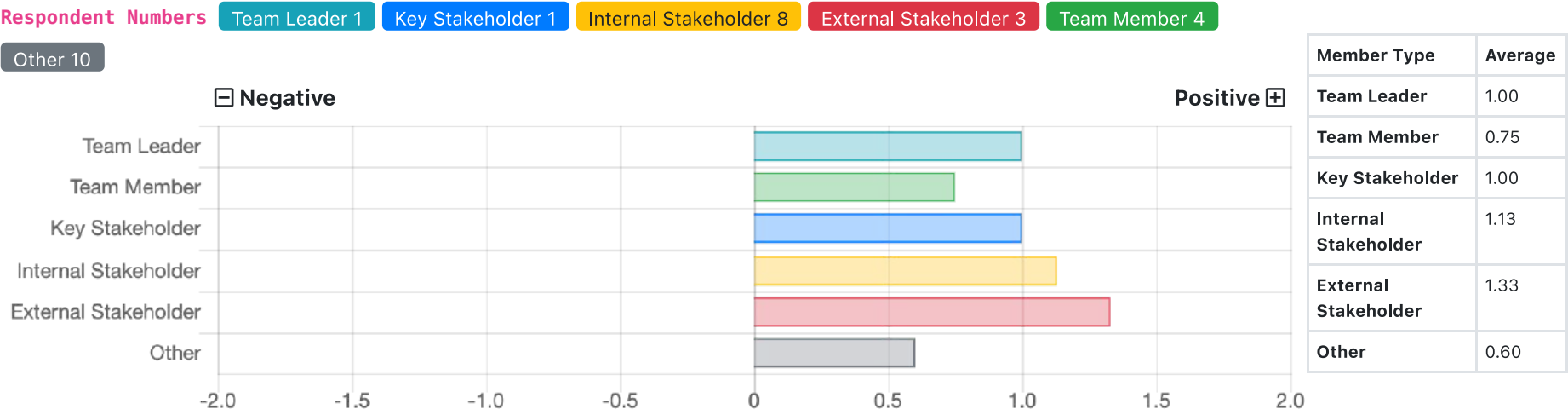Respondent Numbers Team Leader 1 Key Stakeholder 1 Internal Stakeholder 8 External Stakeholder 3 Team Member 4 Other 10
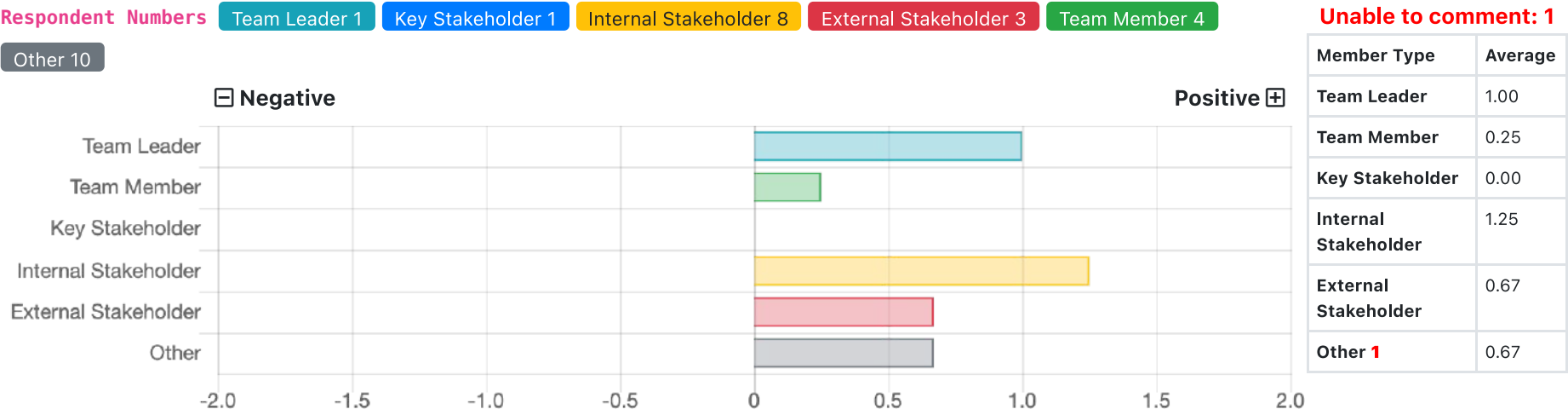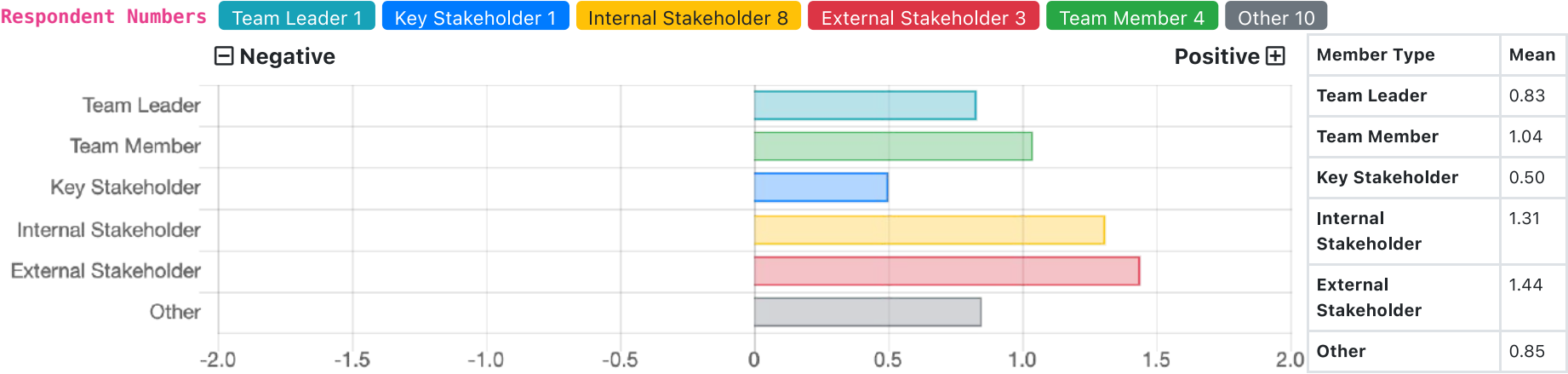
⊟ Negative   Positive ⊞

Member Type	Average
Team Leader	1.00
Team Member	0.75
Key Stakeholder	1.00
Internal Stakeholder	1.13
External Stakeholder	1.33
Other	0.60

(Horizontal bar chart with categories Team Leader, Team Member, Key Stakeholder, Internal Stakeholder, External Stakeholder, Other; axis from -2.0 to 2.0)

RESULTS - Q6: The team share responsibility for all results. (Mean Responses)

Respondent Numbers Team Leader 1 Key Stakeholder 1 Internal Stakeholder 8 External Stakeholder 3 Team Member 4 Other 10

⊟ Negative   Positive ⊞

Unable to comment: 1

Member Type	Average
Team Leader	1.00
Team Member	0.25
Key Stakeholder	0.00
Internal Stakeholder	1.25
External Stakeholder	0.67
Other 1	0.67

(Horizontal bar chart with categories Team Leader, Team Member, Key Stakeholder, Internal Stakeholder, External Stakeholder, Other; axis from -2.0 to 2.0)

⚙ Section (6) – **Results Summary** - *6 Questions*

Respondent Numbers Team Leader 1 Key Stakeholder 1 Internal Stakeholder 8 External Stakeholder 3 Team Member 4 Other 10

⊟ Negative   Positive ⊞

Member Type	Mean
Team Leader	0.83
Team Member	1.04
Key Stakeholder	0.50
Internal Stakeholder	1.31
External Stakeholder	1.44
Other	0.85

(Horizontal bar chart with categories Team Leader, Team Member, Key Stakeholder, Internal Stakeholder, External Stakeholder, Other; axis from -2.0 to 2.0)
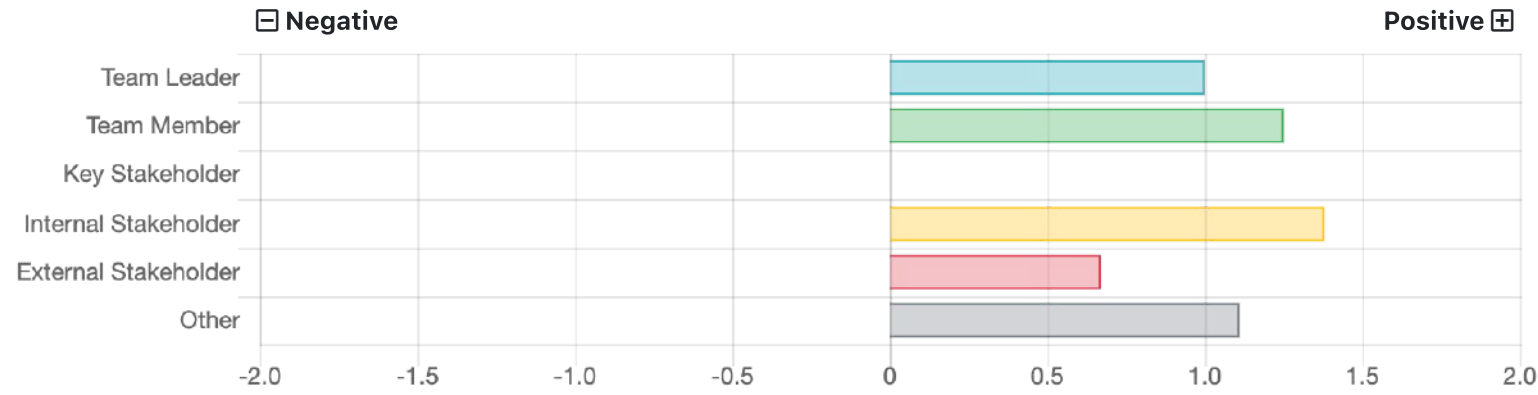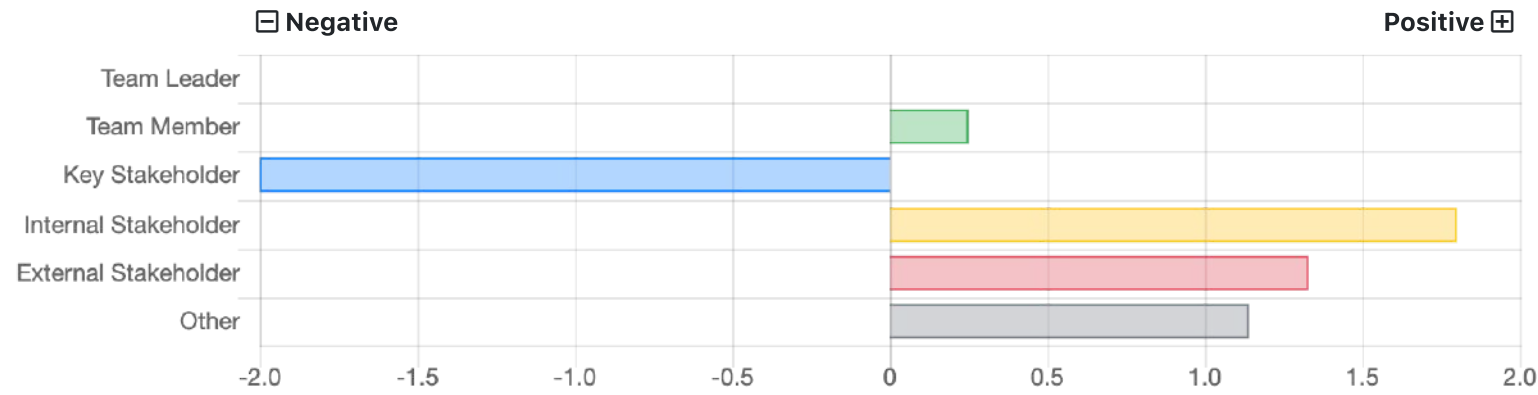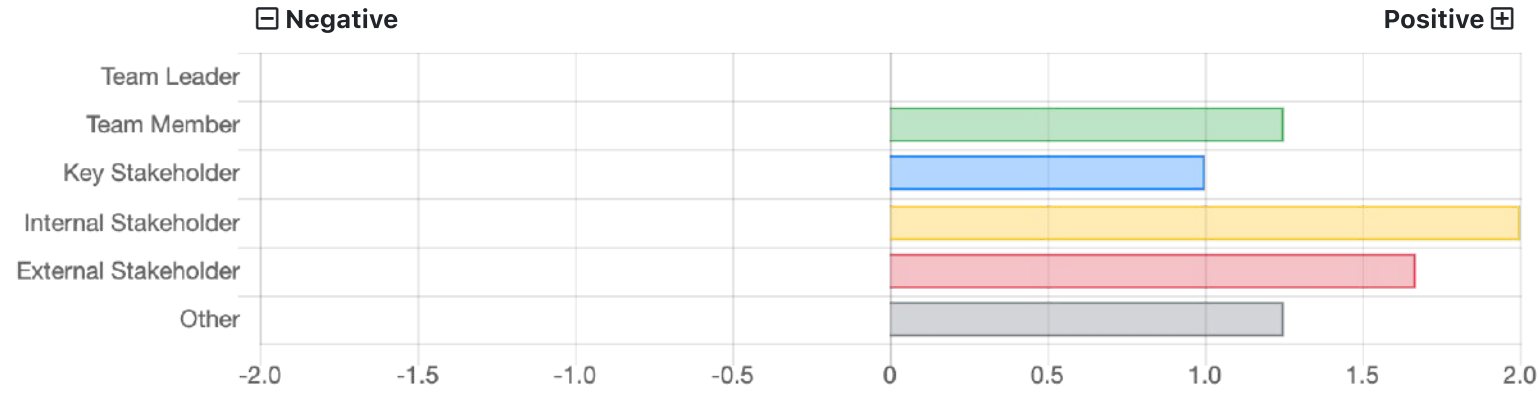
📓 Section (7) – **Transition Planning**

TRANSITION PLANNING - Q1: The team adapts quickly to change. (Mean Responses)

Respondent Numbers | Team Leader 1 | Key Stakeholder 1 | Internal Stakeholder 8 | External Stakeholder 3 | Team Member 4 | Other 10

Unable to comment: 1

Member Type	Average
Team Leader	1.00
Team Member	1.25
Key Stakeholder	0.00
Internal Stakeholder	1.38
External Stakeholder	0.67
Other **1**	1.11

TRANSITION PLANNING - Q2: The team effectively breaks down larger objectives or projects into manageable tasks.

(Mean Responses)

Respondent Numbers | Team Leader 1 | Key Stakeholder 1 | Internal Stakeholder 8 | External Stakeholder 3 | Team Member 4 | Other 10
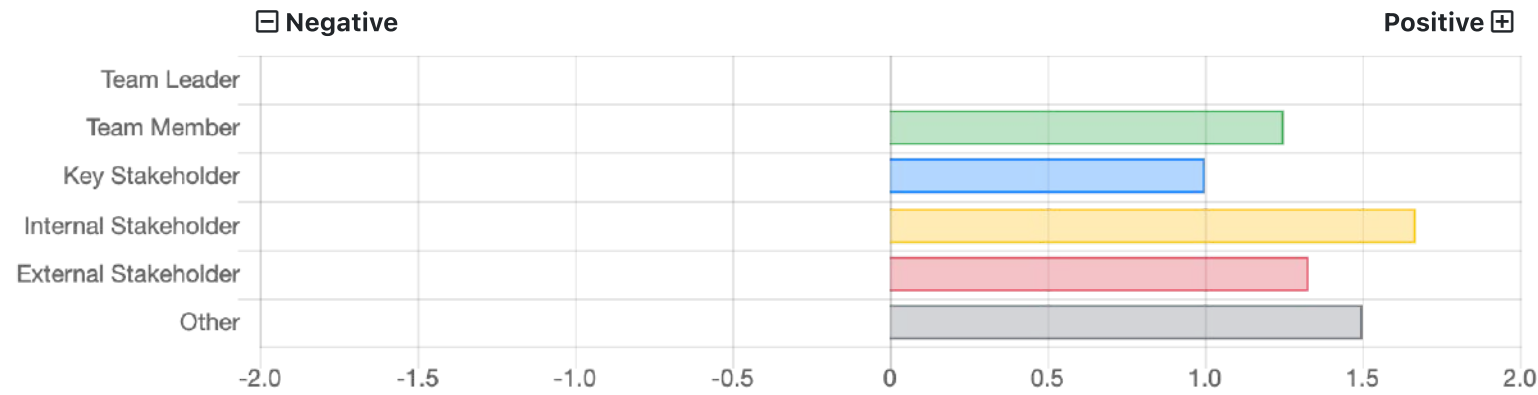
Unable to comment: 6

Member Type	Average
Team Leader	0.00
Team Member	0.25
Key Stakeholder	-2.00
Internal Stakeholder **3**	1.80
External Stakeholder	1.33
Other **3**	1.14

TRANSITION PLANNING - Q3: The team is resilient. (Mean Responses)

Respondent Numbers | Team Leader 1 | Key Stakeholder 1 | Internal Stakeholder 8 | External Stakeholder 3 | Team Member 4 | Other 10

Unable to comment: 4

Member Type	Average
Team Leader	0.00
Team Member	1.25
Key Stakeholder	1.00
Internal Stakeholder **2**	2.00
External Stakeholder	1.67
Other **2**	1.25

TRANSITION PLANNING - Q4: The team anticipates and plans for setbacks and dependencies. (Mean Responses)

Respondent Numbers | Team Leader 1 | Key Stakeholder 1 | Internal Stakeholder 8 | External Stakeholder 3 | Team Member 4 | Other 10

Unable to comment: 6

Member Type	Average
Team Leader	0.00
Team Member	1.25
Key Stakeholder	1.00
Internal Stakeholder **2**	1.67
External Stakeholder	1.33
Other **4**	1.50

Section (7) - **Transition Planning Summary** - *4 Questions*

Team Leader 1 Key Stakeholder 1 Internal Stakeholder 8 External Stakeholder 3 Team Member 4 Other 10

⊟ **Negative**   **Positive** ⊞

Member Type	Mean
Team Leader	0.25
Team Member	1.00
Key Stakeholder	0.00
Internal Stakeholder	1.31
External Stakeholder	1.25
Other	0.93

Chart axis: -2.0 -1.5 -1.0 -0.5 0 0.5 1.0 1.5 2.0

Rows: Team Leader, Team Member, Key Stakeholder, Internal Stakeholder, External Stakeholder, Other

Section (8) – **Belief, Momentum and Celebration**

Belief, Momentum and Celebration - Q1: The team believes in its capacity. (Mean Responses)

Respondent Numbers Team Leader 1 Key Stakeholder 1 Internal Stakeholder 8 External Stakeholder 3 Team Member 4 Other 10
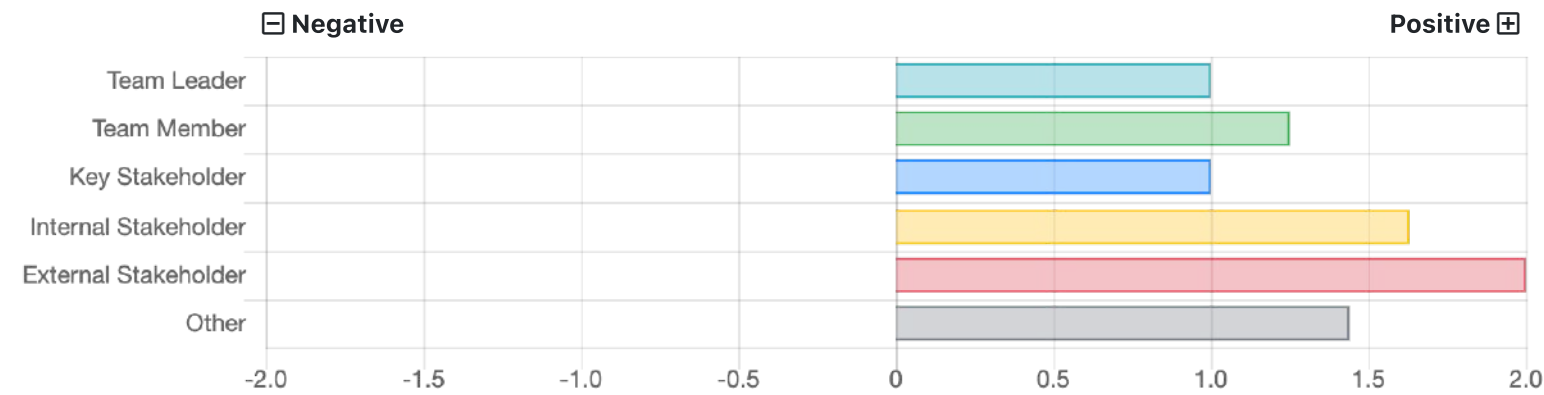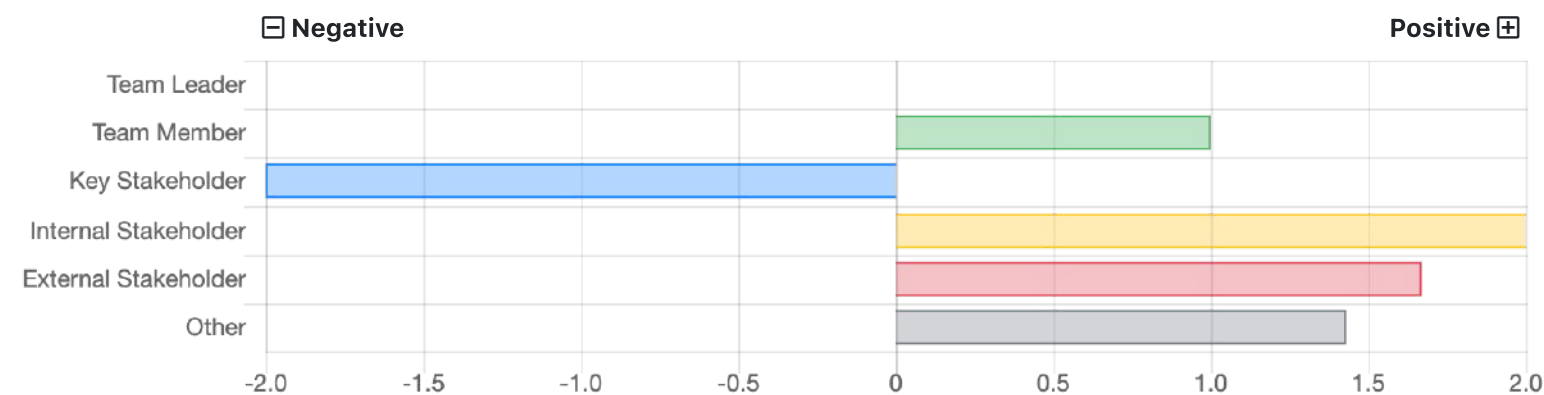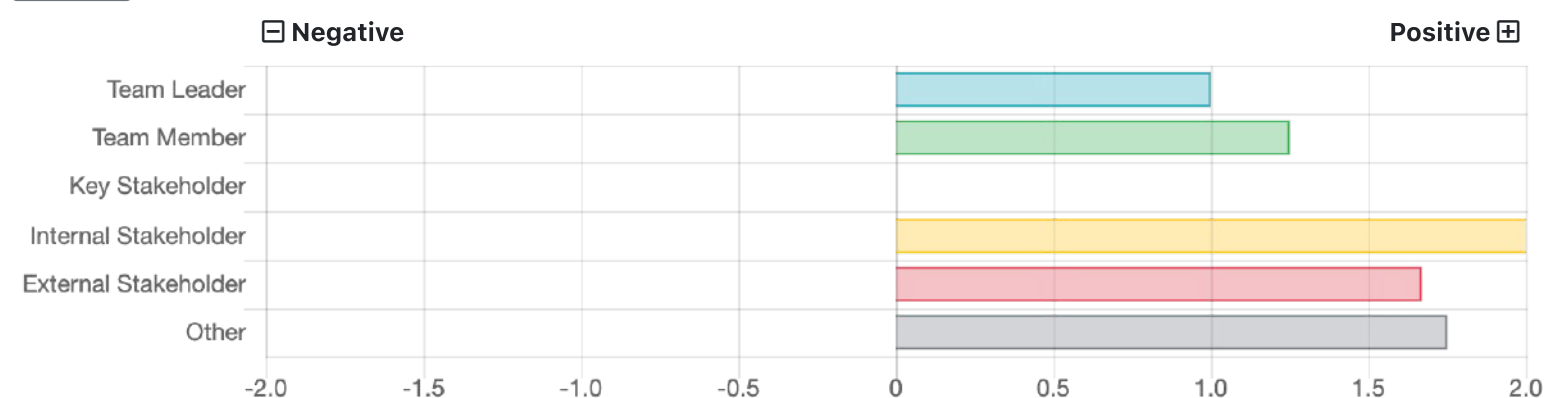
Unable to comment: 1

Member Type	Average
Team Leader	1.00
Team Member	1.25
Key Stakeholder	1.00
Internal Stakeholder	1.63
External Stakeholder	2.00
Other **1**	1.44

Belief, Momentum and Celebration - Q2: The team works at an appropriate pace. (Mean Responses)

Respondent Numbers Team Leader 1 Key Stakeholder 1 Internal Stakeholder 8 External Stakeholder 3 Team Member 4 Other 10

Unable to comment: 6

Member Type	Average
Team Leader	0.00
Team Member	1.00
Key Stakeholder	-2.00
Internal Stakeholder **3**	2.60
External Stakeholder	1.67
Other **3**	1.43

Belief, Momentum and Celebration - Q3: The team share successes together, with the organization, and where appropriate, externally such as in the media. (Mean Responses)

Respondent Numbers Team Leader 1 Key Stakeholder 1 Internal Stakeholder 8 External Stakeholder 3 Team Member 4 Other 10

Unable to comment: 4

Member Type	Average
Team Leader	1.00
Team Member	1.25
Key Stakeholder	0.00
Internal Stakeholder **2**	2.17
External Stakeholder	1.67
Other **2**	1.75

Section (8) – **Belief, Momentum and Celebration Summary** - *3 Questions*

Respondent Numbers Team Leader 1 Key Stakeholder 1 Internal Stakeholder 8 External Stakeholder 3 Team Member 4 Other 10
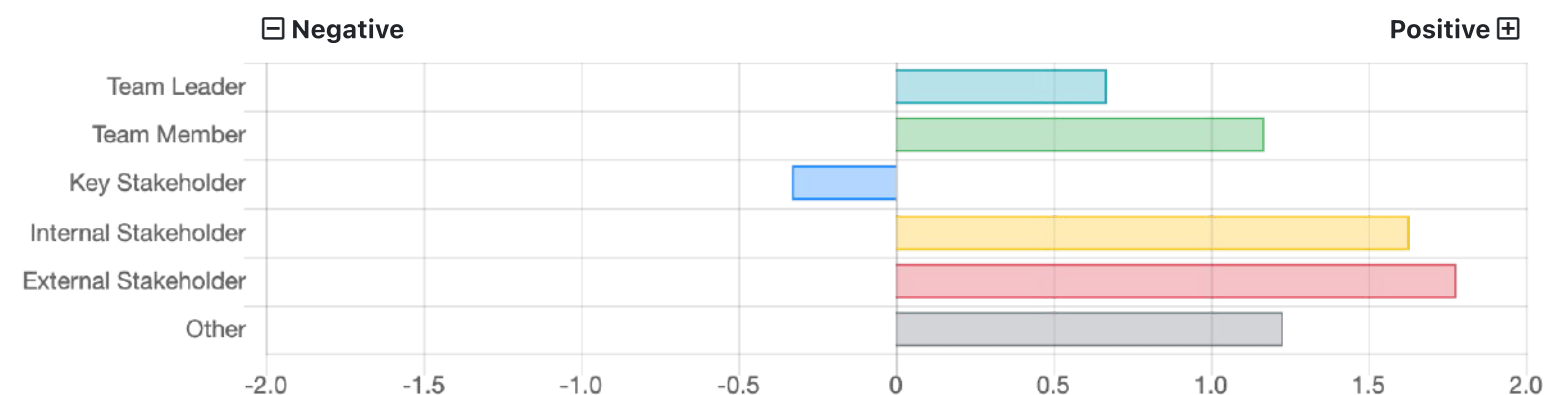
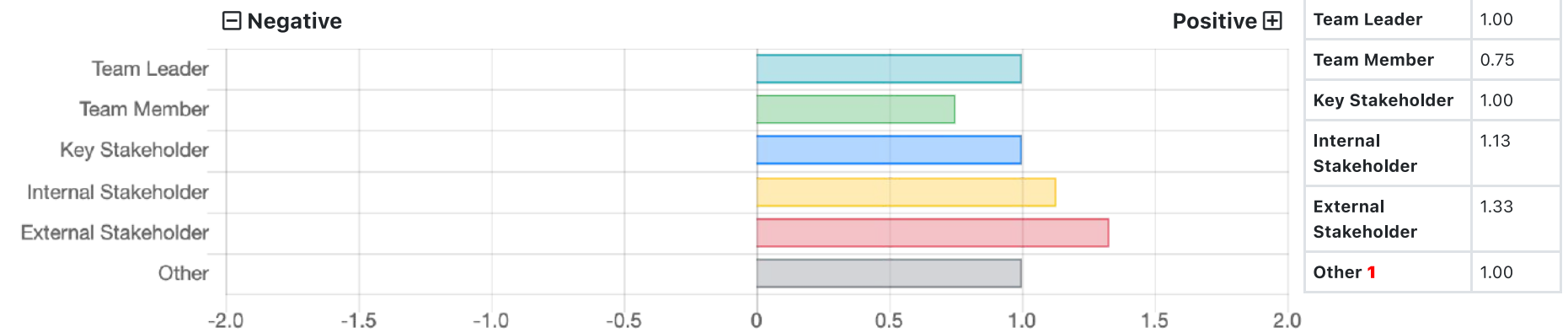| Member Type	Mean
Team Leader	0.67
Team Member	1.17
Key Stakeholder	-0.33
Internal Stakeholder	1.63
External Stakeholder	1.78
Other	1.23

⚙ Section (9) – **System - Field**

System - Field - Q1: The team works in synergy with the wider system. (The wider system is with other teams, the whole organization and externally with other stakeholders.) (Mean Responses)

Respondent Numbers: Team Leader 1 | Key Stakeholder 1 | Internal Stakeholder 8 | External Stakeholder 3 | Team Member 4 | Other 10
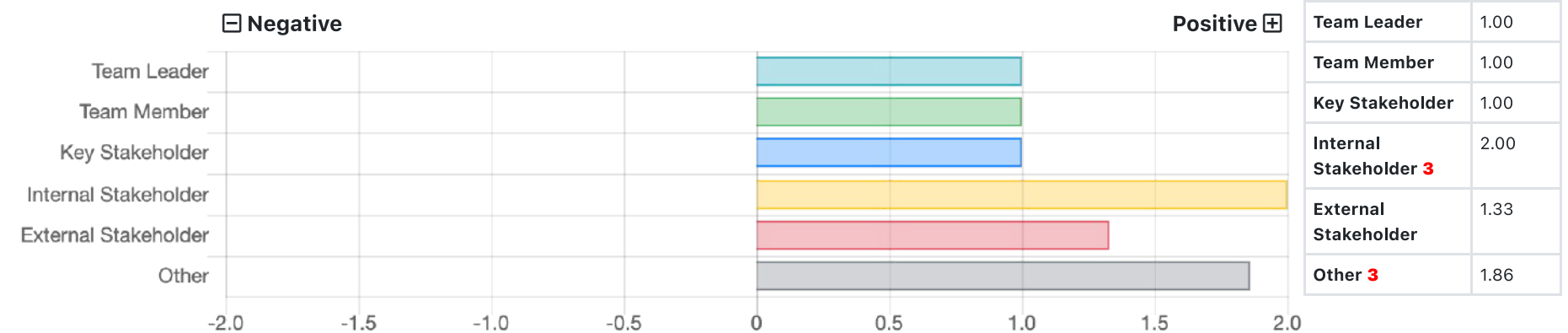
Unable to comment: 1

Member Type	Average
Team Leader	1.00
Team Member	0.75
Key Stakeholder	1.00
Internal Stakeholder	1.13
External Stakeholder	1.33
Other 1	1.00

⊟ Negative — Positive ⊞

System - Field - Q2: The team research shifts in the field in which it operates. (Mean Responses)

Respondent Numbers: Team Leader 1 | Key Stakeholder 1 | Internal Stakeholder 8 | External Stakeholder 3 | Team Member 4 | Other 10
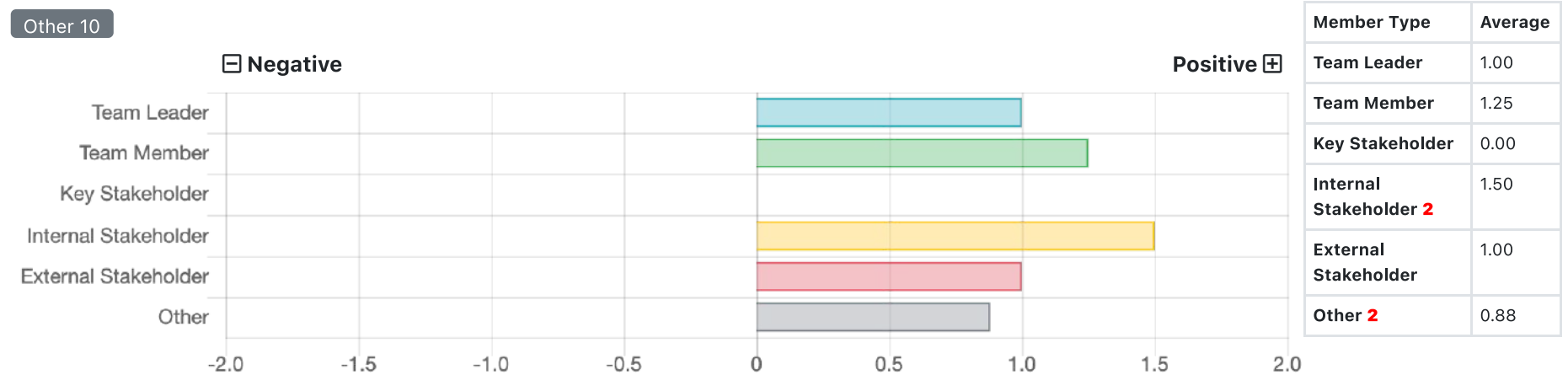
Unable to comment: 6

Member Type	Average
Team Leader	1.00
Team Member	1.00
Key Stakeholder	1.00
Internal Stakeholder 3	2.00
External Stakeholder	1.33
Other 3	1.86

⊟ Negative — Positive ⊞

System - Field - Q3: The team addresses the needs of its internal and external stakeholders, with an outside-in focus and strategizes accordingly. (An outside-in focus is a way of identifying what is needed by various stakeholders, and working as a team to serve those needs, as opposed to an inside-out focus which may mean there is a lot of performance but not necessarily aligned to creating the right impact.) (Mean Responses)

Respondent Numbers: Team Leader 1 | Key Stakeholder 1 | Internal Stakeholder 8 | External Stakeholder 3 | Team Member 4 | Other 10
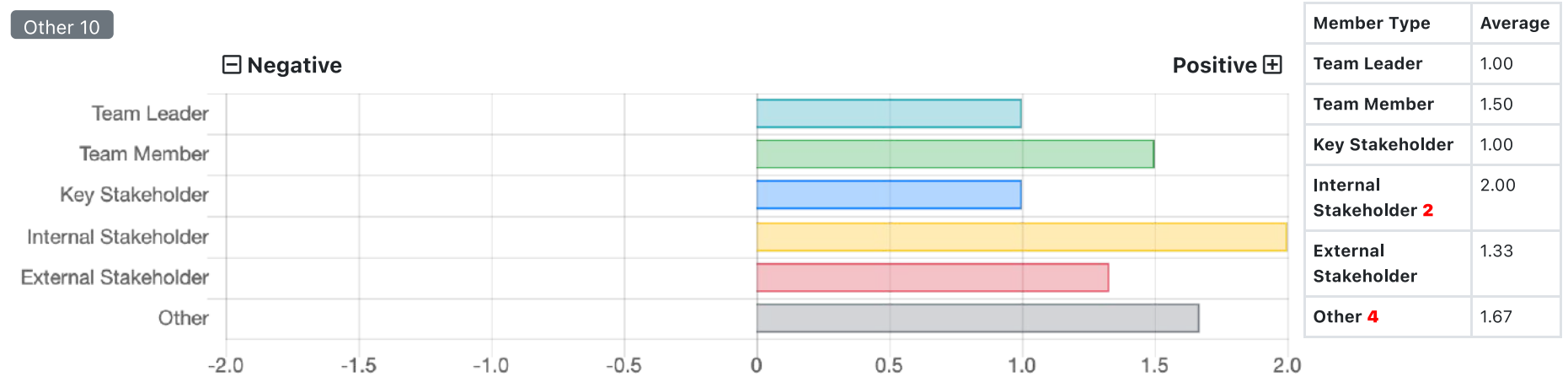
Unable to comment: 4

Member Type	Average
Team Leader	1.00
Team Member	1.25
Key Stakeholder	0.00
Internal Stakeholder 2	1.50
External Stakeholder	1.00
Other 2	0.88

⊟ Negative — Positive ⊞

System - Field - Q4: The team works to benchmark its impact with best practice globally. (Mean Responses)

Respondent Numbers: Team Leader 1 | Key Stakeholder 1 | Internal Stakeholder 8 | External Stakeholder 3 | Team Member 4 | Other 10

Unable to comment: 6

Member Type	Average
Team Leader	1.00
Team Member	1.50
Key Stakeholder	1.00
Internal Stakeholder 2	2.00
External Stakeholder	1.33
Other 4	1.67

⊟ Negative — Positive ⊞

Section (9) – **System - Field Summary** – *4 Questions*

Team Leader 1 | Key Stakeholder 1 | Internal Stakeholder 8 | External Stakeholder 3 | Team Member 4 | Other 10

⊟ **Negative**   **Positive** ⊞
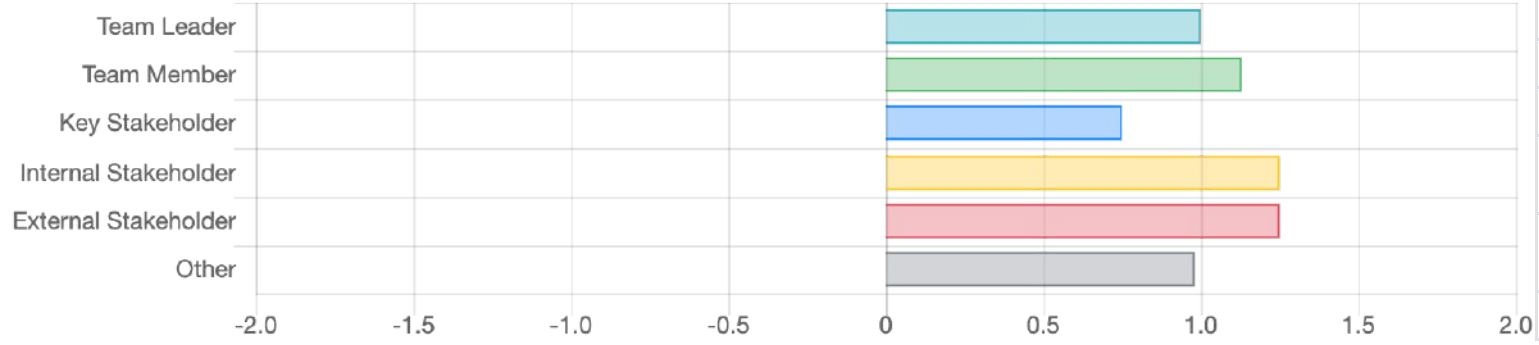
Member Type	Mean
Team Leader	1.00
Team Member	1.13
Key Stakeholder	0.75
Internal Stakeholder	1.25
External Stakeholder	1.25
Other	0.98

Chart categories (vertical axis): Team Leader, Team Member, Key Stakeholder, Internal Stakeholder, External Stakeholder, Other

Horizontal axis: -2.0, -1.5, -1.0, -0.5, 0, 0.5, 1.0, 1.5, 2.0

💬 Section (10) – **Narrative**

This section is an open space for the respondents to share what they would like the team to stop, start and continue. The narrative can often bring the scores to life and help the team further understand the ways that stakeholder needs can be met more effectively.

1. What does the team need to stop? What if this doesn't stop?

`Team Leader`

1. Possibly stop creating new programmes and products and instead start consolidating and further enhancing the ones that are there. That needs to be balanced with staying ahead of competitors in terms of producing new products and programmes. As a leader do I need to stop micro managing sometimes?

`Key Stakeholder`

1. Attempting too much at the same time then everything being done at the last minute.

`Internal Stakeholder`

1. Nothing. You are amazing
2. The team should not stop anything that it is doing as it continues to make an impact globally.
3. Nothing at the moment.
4. Not sure at this moment.

`External Stakeholder`

1. Redundancies

`Team Member`

1. Doubling work. Consequences being higher cost
2. wasting time, not having a record of work done, debating

`Other`

1. negative competition
2. Avoidance and sugar coating
3. The team works well and in synergy, learning from them is fantastic
4. Hard selling
5. Can't think of anything
6. Controlling
7. Working in silos, distrusting other teams
8. Nil
9. working on individual results
10. the team needs to stop working in silo. Everyone claims to have done their job but timelines, deliverables, processes are not coordinated and aligned among the team

2. What does the team need to start? What will the impact be?

Team Leader

1. Working in synergy. Streamlining? Start having better processes and systems for follow-up. Responsiveness needs to be quicker in parts. Start to seek and understand even more where the organisation is positioned in the market. Possibly start being a little more commercial? Consider shifting more to the organisation as a focus as opposed to the founder?

Key Stakeholder

1. Saying no - because quality and time are needed on current tasks.

Internal Stakeholder

1. Spread this model in all the MENA region & apply team coaching in Palestine- they need that
2. Not sure. Team is already leading in Social Media, innovative programs and use of technology in training.
3. Marketing the business as a team, differentiating each of the team members and clarifying the strategy and brand for the next stage of this business. This is very much "Clare's company/show" and as such is typical of many first generation businesses. If I was investing, I would want to know how would it sustain and position in the local markets if the founder was not there.
4. Monthly meetings for internal members, Monthly meetings for people who have at least attended one class with us. They are our potential marketers
5. Opening up more sales to the talents of all members. Then, see how to use them.

External Stakeholder

1. Creativity

Team Member

1. Planning workflow. Consequences being lower cost
2. listening more, living the organization values
3. Planning accordingly in a much timely fashion. Too many last minute changes which can lower the quality of the work.

Other

1. listen to each other, needs and options
2. Provide more direct feedback
3. How about some V-logs or e-broadcasts if not already in place?
4. Sharing knowledge
5. Assess the effectiveness of social media strategy in terms of income and lead generation versus time spent
6. Re organising physical conferences and courses.
7. Empathetic
8. Improving trust
9. Nil
10. working as a team. More cohesiveness. Defining our principles of functioning, our priorities and we need a solid action plan.
11. the team needs to start sitting together and work together as a unit/ real team. Mainly joint and coordinated communication is needed versus communicating on a 1:1 basis

3. What does the team need to continue? Why is this important?

Team Leader

1. Continue benchmarking against competitors. Continue upskilling and increasing knowledge so that it can be shared. Continue to care about quality. Continue to enable the potential of others including clients and the community. Continue loving the work.

Key Stakeholder

1. Great actual products.

Internal Stakeholder

1. Keep the good work, enthusiasm, Creativity & design thinking

2. Continue being a world leader in growth and coach training through innovative practices, training and future focus in the field where it is going.

3. The "team" is good at marketing and being on top of coaching trends especially in coaching and training. The founder is well networked and has strong links to key players. I really like the fact that the "team" appears to be built on a cross cultural collaboration but the name and some of the marketing does not reflect this and does not tell people whether Beckett McInroy is a partnership of equals or a series of different collaborations and associations, some more equal than others.

4. Authenticity and integrity especially in training sessions

5. The use of new, tech and innovative products.

External Stakeholder

1. Communication

Team Member

1. Actively engaging and being flexible, working as a team

2. being creative

3. Communication in timely fashion.

Other

1. respecting each other

2. collaborating and brainstorming

3. communication and great courses!

4. Incorporating technilogy and interactive ways of learning in their trainings

5. All the programs and L&D journeys

6. Proactive ideas and tools useful for coaches

7. Adaptive towards change

8. Meeting regularly to discuss progress and challenges

9. Nil

10. reinforcing our solidarity

11. the team needs to continue to be critical to itself with regards to market and customer needs. Those needs are benchmarked against best practice. The ambition is good and the targets and outcome are clearly defined. This should continue

4. Any final comments you wish to make?

`Team Leader`

1. The team works hard to ensure quality and yet this can sometimes be achieved at the detriment of fine details. We all work hard a put in a great deal of effort. There are times that feel pressured and that things are stressful. We need to work on this together if it is a team level experience. The team needs to re-evaluation the organisational values. Consolidate for polishing products and services as opposed to working to increase knowledge even more right now. Also polish thinking around the type of clients we wish to attract. We have come a very long way together and I believe we are making a positive impact (more than!) in our field.

`Key Stakeholder`

1. Too much is last minute so not the quality it could be. This is not because the team is small, it is because too much attempted at once.

`Internal Stakeholder`

1. You are an inspiring team Thank you for making me live the coaching process in an interactive style.

2. Team is inspiring and very innovative with coaching & training programs and exploring coaching from different cultures, norms and international thought leaders. Team is fantastic at "putting brand out there" to create awareness and value.

3. When I am asked to consider the team, I am not sure I know the team in its entirety. Clare and Sameera have the most visible presence and defined roles. Associates and Administrators and those outside Doha do not have so much ... it is not always clear which people are CoachMe and Beckett McInroy and which go with Clare's other networks such as ICF. I think the team is more like a network.

4. Happy to be a part of BMC team. Wish to be a part of this great journey

5. NA

`External Stakeholder`

1. No

`Team Member`

1. No

2. we need to have clear plan (annual, semi annual) and utelize the resources accordigly , the team needs to listen and collaborate more with each other

3. Amazing Team. Thank you!

`Other`

1. Thank you for invited me to this survey

2. None at this time

3. Thank you!

4. Would like to see more activities within the CoachMe community sharing best practices to upgrade the knowledge and to get more internal interactions.

5. Always a pleasure working with the team

6. IMAGINEME is an added tool to me and I am empowered to be part of the learning team.

7. Change is constant

8. Many of the issues we find in our team are related to the functionally integrated design of the organization. The decisions we made about how to structure and organize this company continue to affect how teams perceive and interact with each other.

9. Nil

10. Is the leader prerogative to define with us the objectives and the KPI's and its our role to come come up with the solutions. We need to feel trusted and protected .

11. I would like the team to learn to be a bit more self critical/ to start learning reflective practice, create a team purpose, spirit which also allows to celebrate success and having difficult conversations

What if...

This section will help you, as a team, work upon ways to channel the data to identifying specific, measurable, attainable, realistic, resonant, time bound ways that it can be acted upon.

Questions to consider include:

1. What key themes stand out in the data?
2. What alignments are there in terms of the teams own awareness and insights from the various stakeholders?
3. What is one thing that can be implemented immediately to impact the team positively in terms of relationships?
4. What more do stakeholders need in terms of the teams skill level?
5. What does the team need to learn?
6. What is the key learning around the way the team performs to complete tasks?
7. What dissonance lies in the data? And what could be causing that?
8. What questions still need answers?

With a focus upon transition planning, action and results, partnering with a CoachME Team Coach can enable the team to draw up your plan, acting and ensuring momentum, then reviewing progress.

Being a high performing team involves a mix of the right processes and effective relationships. High performing team measures also include creating and adding value for the wider system(s).

The results we produce.
AS IS (How this is right now)

TO BE (What the stakeholders, and we as a team need include why – for the sake of... and the impact we want is...)

ACTIONABLE TASKS (What way we are going to close this gap including what, who, when, how where and measures of results)

The way we work together.
AS IS

TO BE

ACTIONABLE TASKS

The results we achieve for our company.
AS IS

TO BE

ACTIONABLE TASKS

The results we achieve for external stakeholders.
AS IS

TO BE

ACTIONABLE TASKS

The way we learn as a team.
AS IS

TO BE

ACTIONABLE TASKS

The ways we navigate dependencies and setbacks.
AS IS

TO BE

ACTIONABLE TASKS

The way we celebrate and reward as a team.
AS IS

TO BE

ACTIONABLE TASKS

What results we achieve for our external stakeholders (suppliers and so forth).
AS IS

TO BE

ACTIONABLE TASKS

What results we achieve for the wider system (CSR and CSI, for example).
AS IS

TO BE

ACTIONABLE TASKS

What we achieve for the world (including the ecosystem).
AS IS

TO BE

ACTIONABLE TASKS

Being a high performing team is not an endpoint, it is a journey. It is not only about utilising the right processes, it is about fostering strong, supportive relationships where challenge is accepted.

Highly effective teams provide added value for all stakeholders. Highly effective teams are strategic, transparent, 'live' integrity, take risks and share successes.

As a team, by completing the TAP360, reading the feedback, having coaching around your data, and implementing the action plan above, you have taken some great strides on your journey towards ensuring a sustained high performing team culture.

Congratulations!