This guide will help you interpret your report of results from the MSLOC FutureFeed Teamwork Survey. Because your report contains a simple aggregation of the responses collected for you from the survey, you can interpret your own results by carefully reading through each section of your report and using this guide to understand what information is being presented, and what it means to you.

Part I: How to Learn from your Results

1. **Be clear about the context and purpose of this survey.** The FutureFeed Teamwork Survey is intended to give MSLOC students another opportunity to be reflective about your performance in teams—both in terms of helping the team achieve its goals as well as practicing the art of designing and leading a high-performing team. The practice of LOC requires effective teamwork and team leadership skills, so it is important that you achieve a high degree of proficiency in collaboration and teaming skills. The FutureFeed Teamwork Survey was designed to increase the level and depth of learning that results from your MSLOC project team experiences, supplementing the project-based learning that is happening within your coursework.

   Awareness is a key ingredient to reflection and learning. One of the best ways to increase your awareness is to ask others to share their observations and reflections about your behaviors, which is what the FutureFeed survey does. Our hope is that the observations being made by your colleagues across different contexts, across multiple teams, will raise your level of awareness and ultimately help you achieve your long-term professional development goals.

2. **Set aside at least one hour for reviewing and reflecting on your results.** It is tempting just to jump right in to your report to see what it says. While you may get instant gratification that way, you also will take less away from this opportunity than you would if you are intentional about approaching it as a learning opportunity. Why one hour? Between preparation, review, and reflection, you will be surprised at how fast the time can go by. Here is what we recommend:
   - **Prepare with reflection.** Think about what you expect to see in your results, and write this down for comparison after you review your results.
     - What do you think your team collaboration and performance strengths are?
     - What do you think your colleagues observe about your team collaboration? Why?
     - Do you anticipate being pleased, neutral, or dissatisfied with the results? Why?
     - What kind of recommendations for future performance do you expect to hear from them?
   - **Prepare to read your report.** Finish reading this guide so you can correctly interpret what is presented in the report. Find a quiet place where you can read and reflect on your results.
   - **Take notes and reflect on what you see in the results.** As you read through the results, highlight those areas that are most meaningful to you. Note information that is surprising, and understand why it is surprising. Compare what you see to your initial expectations.
− Decide what you plan to do with your results. If you want to do things differently in your next team experience, determine how you are going to do so. Is there someone you want to discuss your results with to gather additional information? Who would you like to approach, and what’s the best way to do so? What “goal” would you set for yourself to change your behavior, and how will you follow up? You may record this goal in an existing Individual Learning Plan or other action plan that you created to support your professional development. If you don’t plan to take any action, reflect on your reasons why. You may learn a lot about yourself simply from the judgments and decisions you make about the survey results.

If you have other “360 Feedback” or self-assessment results to compare your results to, this will be a good time to revisit those results to see if there are patterns that are similar or different from what you find in your FutureFeed results.

Once you have your report and you have the time to get started reviewing it, carefully read through Part II of this guide.

Part II: How to Read your Report

1. Understand how your report is organized. There are five parts to your survey report:

   − Overview: Presents information about how many people provided observations for you and the extent of their interactions with you during the last six months, as well as a high-level picture of your effectiveness along the three team effectiveness dimensions.
   − Contributing to Team Productivity: Presents detailed results for you on each of the five “productivity” items in the survey.
   − Contributing to Team Cohesion: Presents detailed results for you on each of the five “cohesion” items in the survey.
   − Contributing to Team Learning: Presents detailed results for you on each of the five “learning” items in the survey.
   − Recognizing Your Best Behaviors: Presents the written comments that were offered about when you are contributing the most and working at your best on a team.

2. Recall the scale that your colleagues used to complete the survey. Before you leap to conclusions, make sure you understand the survey response labels. Participants were asked to rate your effectiveness on each item using a 6-point scale (from very ineffective to very effective). Your results will be shown as average scores (with averages ranging from 1, low, to 6, high) as well as categorized into low (very ineffective/ineffective), medium (somewhat ineffective/somewhat effective), and high (very effective/effective).

3. Understand how the survey items were constructed and organized. The survey questions were constructed based on the work of J. Richard Hackman, who proposed three criteria for team effectiveness: productivity, cohesion and learning. Five survey items were created for each of these three “dimensions” of team performance, resulting in 15 items total that each of your colleagues used to share their observations. We believe that strong team performance and leadership will come from attention to each of these three teamwork dimensions, rather than sacrificing “cohesion” or “learning” in the interest of achieving short-term “productivity.”
4. **Begin reading your report, starting with the Overview.** The first part of the Overview will help you understand the nature of the information in your report. Understanding how many people shared their observations, and during which quarters, may help you make sense of your results. The more individuals who responded for you, and the more time they spent collaborating with you, the greater confidence you can have in their observations—especially if their observations are consistent. If you see a lot of variability in your results, this too may be understood by looking your respondent information.

**Part 1: Overview**

<table>
<thead>
<tr>
<th>Number of Peers Collaborating with You:</th>
<th>Fall</th>
<th>Winter</th>
<th>Total Individuals Submitting a Report</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>5</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Average Total Hours Each Individual Collaborated with You:</th>
<th>80.5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td></td>
</tr>
<tr>
<td>High</td>
<td></td>
</tr>
</tbody>
</table>

| Range: | 30 | 100 |

The total number of individuals who submitted a report for you will depend on how many MSLOC project teams you were on during the six-month period prior to the survey and how many different people you collaborated with during that time. Please note that the number of peers reporting that they collaborated with you each quarter may not add up to the “Total Individuals Submitting a Report,” since the total depends on how many different people you worked with across both quarters.

The “Total Individuals Submitting a Report” number is very important to keep in mind as you review your results, particularly when you review Parts 2-4 because the survey data reported are “sums” (i.e., the aggregate count of how many people answered the question the same way). The highest sum you can get on any item is equal to the total number of individuals who responded.

Now that you understand how many people shared their observations, and how much opportunity they had to observe you on a project team, you are ready to look at your survey item results.

The next section of the Overview, “Teamwork Effectiveness,” provides an overall summary of your colleagues’ observations. Your scores here represent averages across the five items for each dimension. The possible range for each dimension is 6 (high) to 1 (low).

For example, in the report below, the average response for the five Productivity survey items is 2.38 (the Productivity Score).

To help you with your interpretation, these results are presented in a table and graph, so you can see those areas that stand out the most for you and how your dimension scores compare. Following is an example.
To further understand your performance in each teamwork dimension, proceed to the next three parts of the report, which provide item response details for each dimension.

5. **Review Parts 2-4 of your report to take a closer look at responses for each survey item.** The responses recorded for every survey item that was asked for you are summarized in the report. Parts 2-4 provide both tables and graphs to summarize your results by teamwork dimension. The example below shows results for Part 2, the Team Productivity section. Keep in mind that the total possible responses for each item is equivalent to the “Total Individuals Submitting a Report” for you, unless for some reason one of your respondents skipped an item.
Part 2: Contributing to Team Productivity

The total possible for each item, in this example, is five (i.e., the number of respondents).

<table>
<thead>
<tr>
<th>Item Description</th>
<th>Low</th>
<th>Medium</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Initiating goals, processes or ideas</td>
<td>3</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>2. Contributing relevant information/content to achieve team deliverables</td>
<td>3</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>3. Proposing and integrating creative ideas or suggestions</td>
<td>1</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>4. Fostering goal achievement through focus, timely action, and meeting of commitments</td>
<td>1</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>5. <strong>Contributing relevant information/content to achieve team deliverables</strong></td>
<td>3</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

The “Low” column in the table shows how many respondents marked “Very Ineffective” or “Ineffective” for each survey item.

Notice that this is the same as the “Productivity Score” reported in the Overview.

**Productivity Score**

<table>
<thead>
<tr>
<th>Average score for all items (from 1-low to 5-high)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.38</td>
</tr>
</tbody>
</table>

6. **Review Part 5, which presents the comments that were made about how you contribute the most to team projects.** The comments reflect what your colleagues appreciate the most about your teamwork. It is important to recognize your strengths and build from them to advance your professional development. While you also will learn from those areas where your colleagues suggest you are less effective, focusing only on “gaps” is not a balanced way to develop your leadership skills.

7. **Take time to reflect on your overall impressions and learning from this survey, and determine what you plan to do next.** If you find yourself focusing on whether the information in your report is “accurate” compared to what you think you already know about your teamwork skills, you may be missing an opportunity to develop greater awareness. Use your results to open a conversation with trusted colleagues about any surprises you encountered, or to ask for additional observations about your leadership or collaboration skills. Seeking further feedback from others is one of the best actions you can take.
Other ways to make the most of your learning from these survey results are to:

- Review other sources of information (e.g., self-assessments, 360 feedback, performance reviews, etc.) that capture observations about your teamwork—and compare those results to your recent results.
- Set goals that will help you advance your skills in selected areas (including those areas that may already be strengths for you)
- Set specific goals that can be measured
- Use this as part of an ongoing learning process, rather than an event, by using a journal to record and reflect on your teamwork skills over time and to note new ideas for actions you want to attempt and explore
- Let trusted colleagues know what you are trying to achieve and ask for their feedback and advice at regular intervals and/or immediately following experiences in which you made a deliberate effort to practice new behaviors, or do more or less of an existing behavior
- Reward yourself for what you are doing well, and especially for those areas where you see yourself making desired improvements

8. If you have questions or need help interpreting your report, please ask! Kimberly and Terri are happy to help. We also welcome your feedback about the survey, report, and this guide, so please help us with our continuous improvement efforts by sharing your own “FutureFeed” with us.