TEAM 360 (Team Effectiveness Assessment Matrix)

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Introduction

TEAM 360 functions as a performance compass – it details how your team is performing as a unit. In order to create a successful team, all members must be at their best. If there are gaps between various members' skills or knowledge, it affects the success of the whole team.

The objective of the 360 feedback system is to reveal the strengths and deficiencies of each team member and the group as whole. If there are competencies and traits that can be developed further, the team can work together to create an action plan that benefits everyone. Remember, your objective isn't to single out weaker members – it is to strengthen the entire team.

Make sure to review your individual and team results in detail, paying close attention to skills/traits identified as needing improvement. The Advice section in your individual report and the team report offers helpful tips and exercises that can be used to nurture your strengths and develop any areas that are lacking.

Result Details

Each trait/skill assessed in TEAM 360 will be show on a scale from 0 to 100. Your overall performance rating will appear first, followed by a breakdown of each competency. The competencies are divided into four overarching factors:

- Conscientiousness
- Social Skills
- Poise
- Cohesiveness
- Problem-solving Skills

Review your results carefully, and keep in mind that the lower the score, the greater the need for improvement.

OVERALL PERFORMANCE RATING

Overall assessment of your performance on the team.

|	Score
Self	65
Aggregated Feedback	70
Manager	59
Peer	74
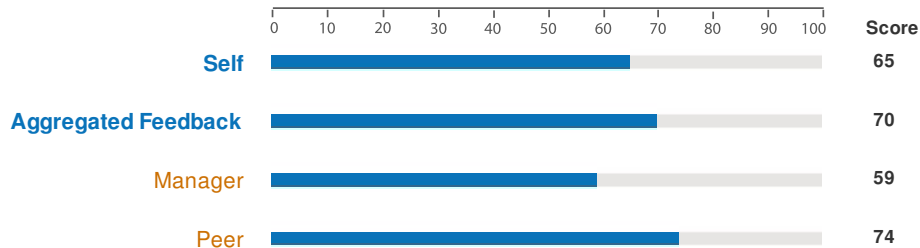
As per the feedback of your raters, your performance as a member of the team is satisfactory, which means that you have room to grow. Below you will find your self-assessment ratings and those of your raters for each of the traits and skills evaluated in the feedback assessment. We recommend that you go through each rating carefully and objectively.

As you are reading through your report, it might be a good idea to take notes – questions you would like to ask your raters, suggestions on how to improve in certain areas, or new performance goals you would like to set. You can use the advice section at the end of the report as a springboard for mapping out your growth and development process.

Please remember that receiving feedback from your raters, both positive and negative feedback, is an essential aspect of your professional growth. The goal of a 360 feedback program is to help you reach your full potential. You are not changing who you are but rather, are becoming a better version of y

CONSCIENTIOUSNESS

Assesses factors related to productivity, both in terms of quantity and quality.

	Score
Self	**66**
Aggregated Feedback	**76**
Manager	**76**
Peer	**76**
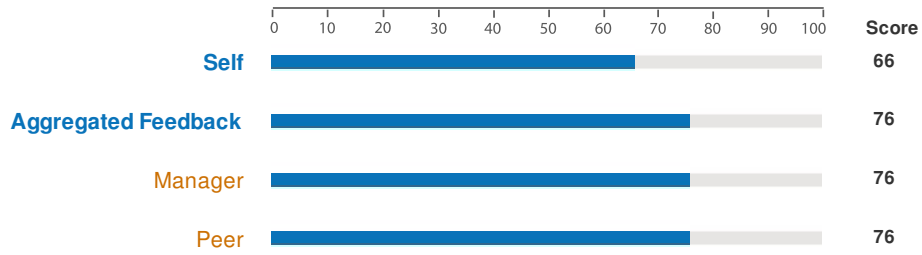
Your work approach, while satisfactory, needs to be perfected. You are a reasonably conscientious and productive team member, but there are certain aspects of the way you work that need improvement. Review your results below for more details.

Accountability

Willingness to take responsibility for work and conduct.

	Score
Self	**79**
Aggregated Feedback	**80**
Manager	**79**
Peer	**81**
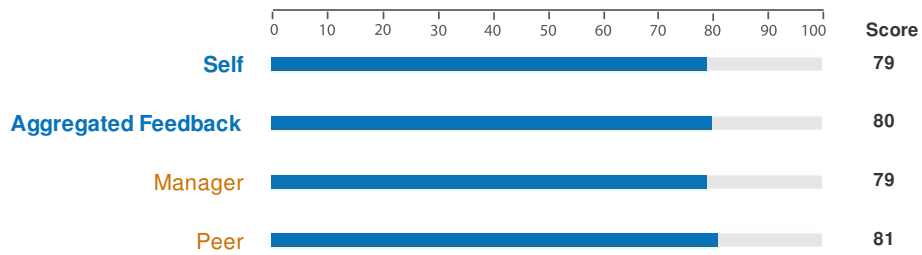
You take full responsibility for the quality and quantity of your output, and take proactive steps to improve and make changes when necessary. You understand the importance of being accountable for your performance as a member of the team. You don't need others to push you to work or to improve.

Time Management

Ability to use time effectively and efficiently.

	0 10 20 30 40 50 60 70 80 90 100	Score
Self		**70**
Aggregated Feedback		**80**
Manager		**85**
Peer		**78**
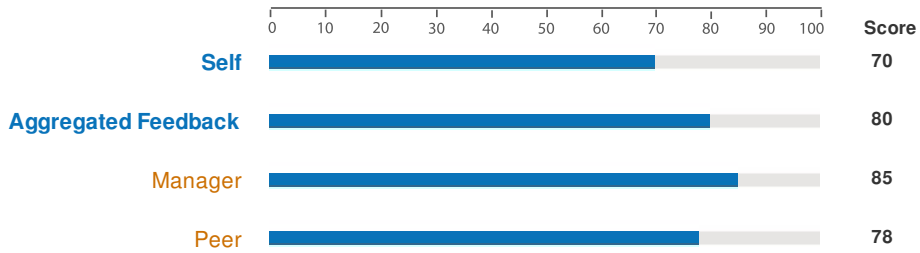
You have mastered the art of time management, which allows you to get tasks and duties done on time and with as little stress as possible. With the amount of tasks that you need to tackle individually and as a team, time management skills are essential, especially since many projects involve interdependence of tasks – one late team member can throw everyone else off.

Diligence

Ability to complete tasks carefully and effectively.

	0 10 20 30 40 50 60 70 80 90 100	Score
Self		**57**
Aggregated Feedback		**73**
Manager		**71**
Peer		**74**
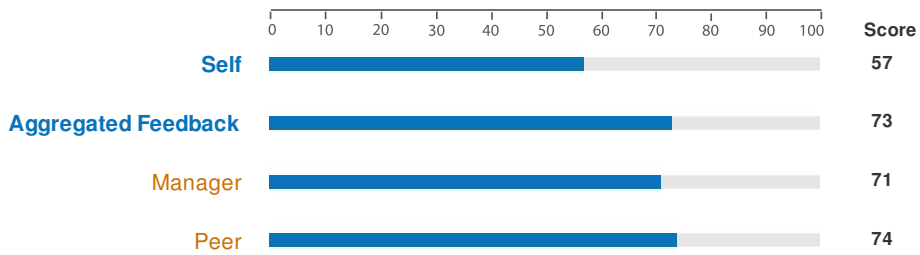
While your diligence can still be improved, careless errors and negligence in general are rare occurrences for you. You are usually a careful worker who will make sure that tasks are completed correctly. You may slip-up a few times but are unlikely to make the same mistake twice.

Motivation

Desire and willingness to succeed.

|	0	10	20	30	40	50	60	70	80	90	100	Score
Self												**60**
Aggregated Feedback												**71**
Manager												**75**
Peer												**70**
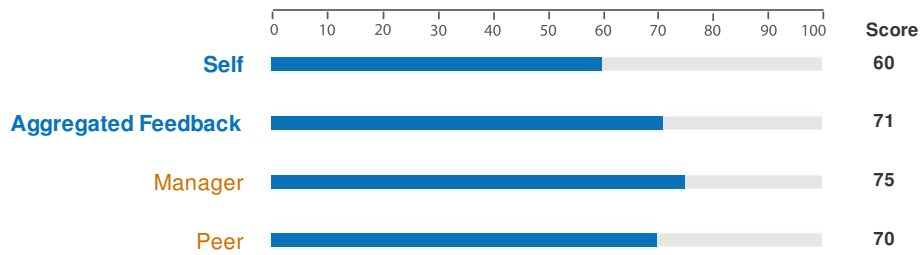
While your motivation to work hard and follow through on tasks will wane from time to time, on most occasions you are able to find the inner incentive to propel you into action, rather than rely on deadlines or other teammates to push you forward. The team can usually rely on you to get the job done.

Progress-tracking

Tendency to keep teammates up-to-date.

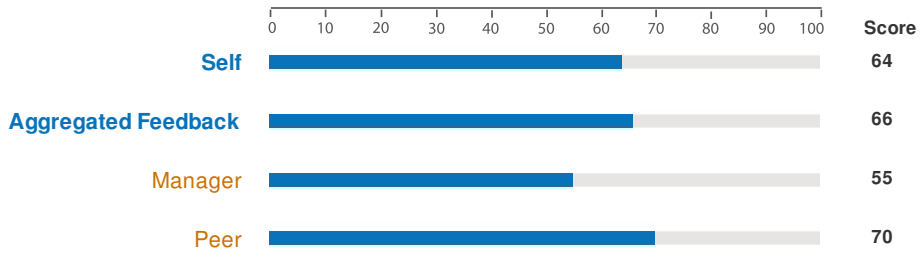|	Score
Self	**75**
Aggregated Feedback	**94**
Manager	**92**
Peer	**94**
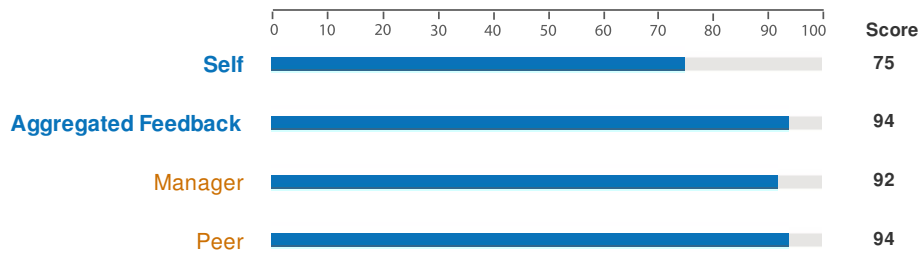
You make an effort to keep team members in the loop. You regularly communicate with the rest of the group about your work progress, which helps keep the rest of the group on track.

SOCIAL SKILLS

Ability to interact well with others.

|	0 10 20 30 40 50 60 70 80 90 100	Score
Self		**64**
Aggregated Feedback		**66**
Manager		**55**
Peer		**70**

You have a fairly healthy set of social skills, although there is still room to grow. In general, your interactions with others are likely to be harmonious and smooth, at least on most occasions. There are certain aspects of how you converse and relate to others that need to be fine-tuned. Review your results below for more details.

Communication Skills

Ability to communicate clearly and productively.

	Score
Self	**58**
Aggregated Feedback	**56**
Manager	**50**
Peer	**58**
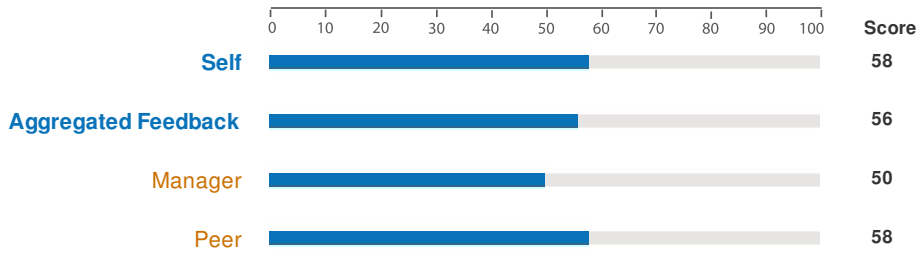
Your communications are not at the level of competency that they need to be. Essentially, you are not effectively getting your point across to others. This makes misunderstandings inevitable. Communication is the basis of teamwork, and your skills are not at their best at this point.

Listening Skills

Ability and willingness to patiently listen to others.

	Score
Self	**69**
Aggregated Feedback	**66**
Manager	**56**
Peer	**69**
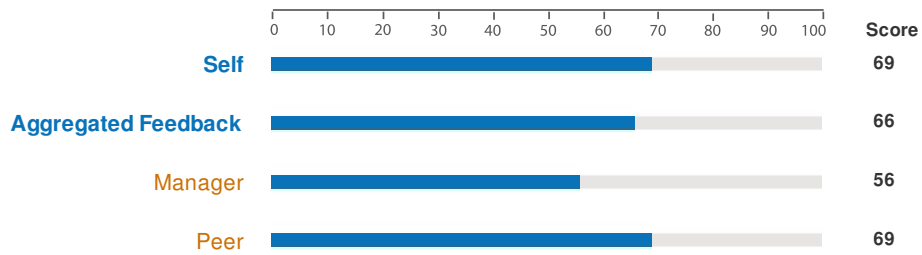
Although you may get distracted occasionally and could still work on your listening skills, you are generally a fairly attentive person. You need to work on being a more *active* listener, and essentially, be aware of habits you are engaging in that may be inhibiting the listening process.

Assertiveness

Ability to speak up for oneself and communicate with confidence.

	0 10 20 30 40 50 60 70 80 90 100	Score
Self		**50**
Aggregated Feedback		**53**
Manager		**19**
Peer		**65**
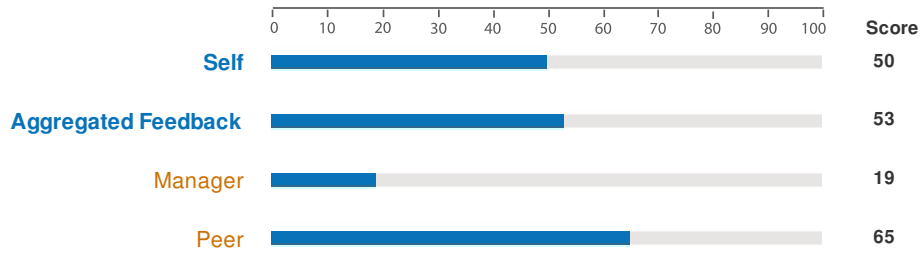
The manner in which you conduct yourself in the group, particularly in terms of how you speak up, may be giving others the impression that you are rather inhibited. Essentially, you are not always as assertive as you could be. You need a more self-assured presence in the group.

Conflict Resolution Skills

Ability to resolve conflict effectively and in a professional manner.

	0 10 20 30 40 50 60 70 80 90 100	Score
Self		**50**
Aggregated Feedback		**60**
Manager		**30**
Peer		**70**
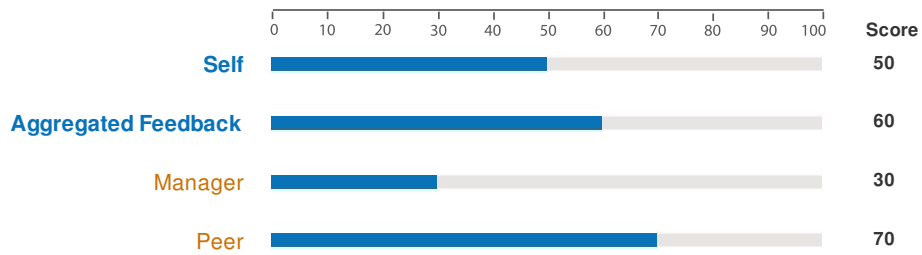
Dealing with conflict isn't the ideal situation for you (as would be the case for most people), although you try to resolve disagreements in a professional manner. It can be a struggle occasionally to remain objective, but you have the basic skills needed to handle these situations.

Diplomacy

Ability to converse and treat others with tact and respect.

	0 10 20 30 40 50 60 70 80 90 100	Score
Self		**83**
Aggregated Feedback		**80**
Manager		**86**
Peer		**78**
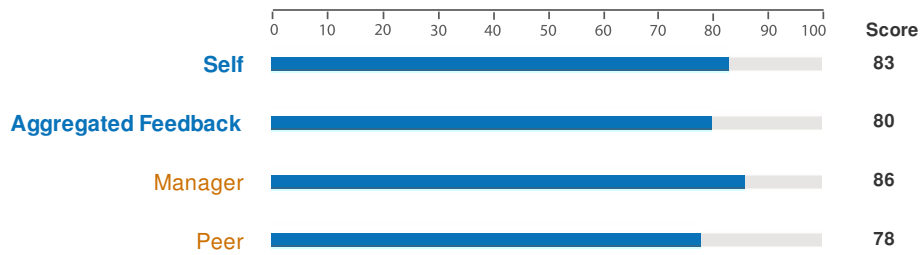
You are diplomatic in your approach to others, and do your utmost to treat people on the team with tact and deference. You seem to be very aware of your social presence. You take the time to express yourself and conduct yourself appropriately.

Mentorship/Leadership Potential

Ability to lead others on the team.

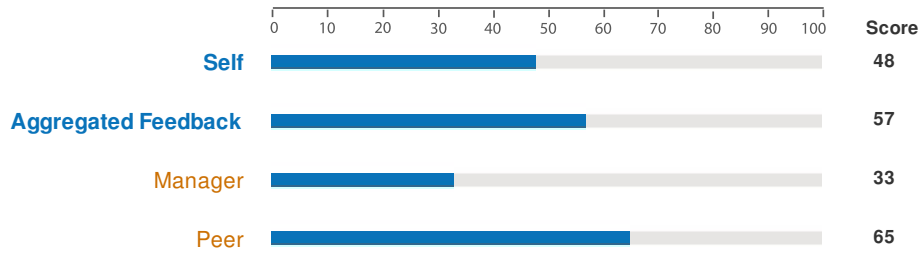|	0 10 20 30 40 50 60 70 80 90 100	Score
Self		**50**
Aggregated Feedback		**67**
Manager		**50**
Peer		**72**
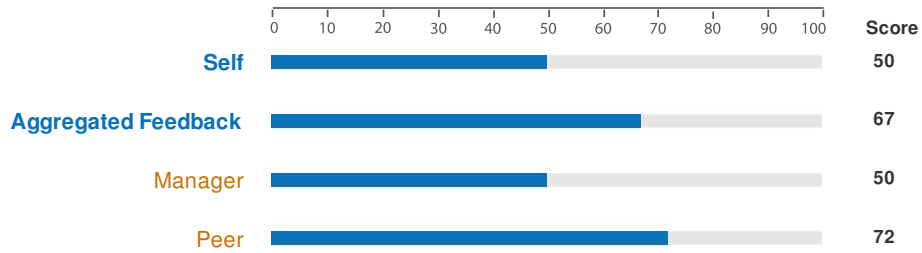
You have the potential to be a good leader and mentor on the team if you put the effort into strengthening the necessary skills. Your raters indicate that you have the makings of a budding leader.

POISE

Ability to maintain composure, especially in difficult situations.

	0 10 20 30 40 50 60 70 80 90 100	Score
Self		**48**
Aggregated Feedback		**57**
Manager		**33**
Peer		**65**

Your ability to remain poised in difficult situations is limited. More often than not, it is a struggle for you to stay composed and objective, which could make the circumstances all-the-more of a challenge to deal with. Review your results below for factors that you will need to work on.

Adaptability

Ability to adjust and be resourceful in the face of change and the unexpected.

	0 10 20 30 40 50 60 70 80 90 100	**Score**
Self		**50**
Aggregated Feedback		**58**
Manager		**44**
Peer		**63**
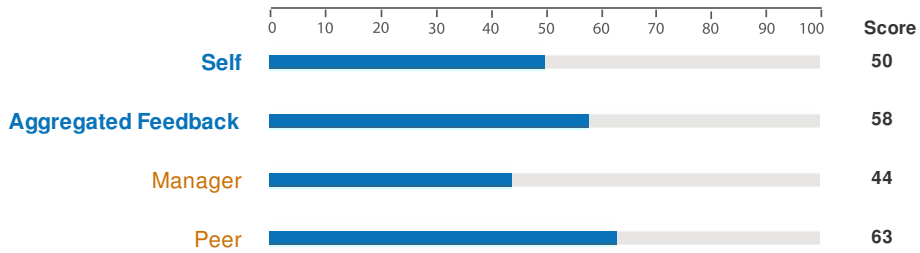
Sometimes, change or unexpected circumstances with throw you off. You try to adapt as best you can, but are not always successful. You do not like dealing with situations that are ambiguous, unpredictable, and unfamiliar – they take you out of your comfort zone. You have the potential to build the resources you need to adapt quickly to various situations, but it will take time for you.

Openness to Feedback/Criticism

Comfort with, and openness to, negative feedback from others.

	0	10	20	30	40	50	60	70	80	90	100	**Score**
Self												**56**
Aggregated Feedback												**61**
Manager												**38**
Peer												**69**
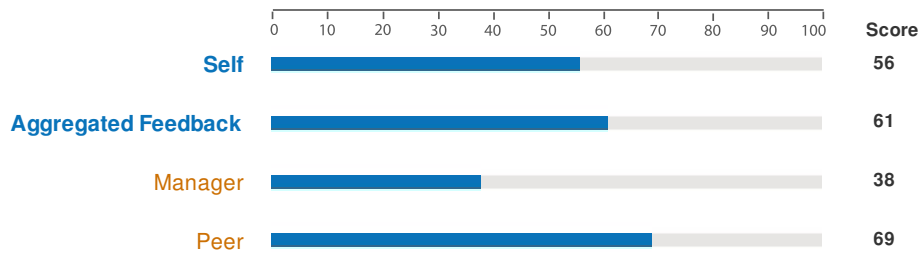
You can usually accept criticism in a professional manner, but it isn't always easy for you. You do, however, understand the importance of receiving feedback from others, and will strive to maintain your objectivity and accept the guidance and information that the criticism provides.

Stress Management

Ability to deal with pressure, demands, and other stress-inducing situations.

	Score
Self	**50**
Aggregated Feedback	**50**
Manager	**25**
Peer	**58**
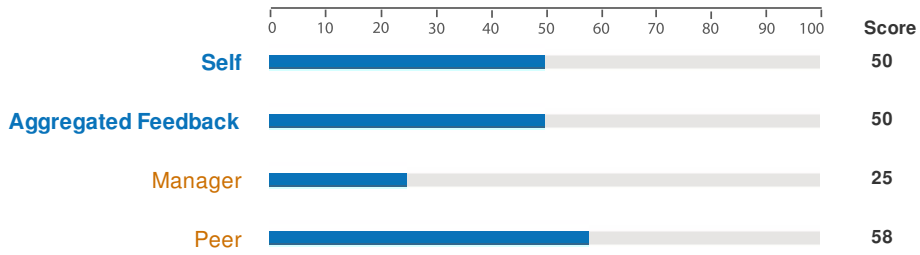
You may be able to deal with some stress, but it is not your ideal environment. You are more likely to struggle in high-pressure situations and will take to time to bounce back and get back on track. This can make it hard for others on the team to rely on you in difficult situations.

Emotional Management

Ability to regulate emotions effectively.

	Score
Self	**46**
Aggregated Feedback	**58**
Manager	**29**
Peer	**68**
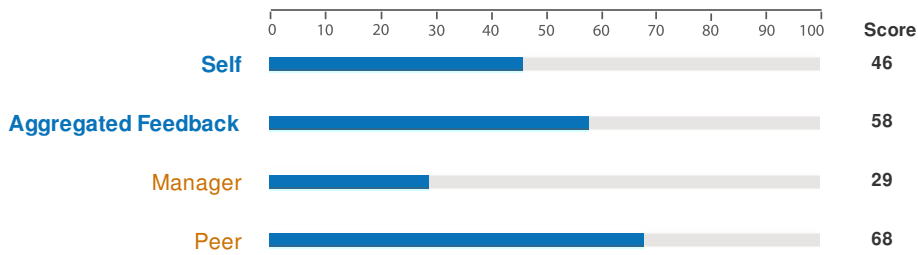
There are some frustrations that you can tolerate to a certain degree, and others that really push your emotional control to its limits. You don't always show self-restraint, which can sometimes result in annoyance, stress, and perhaps even some discourtesy. While it can be difficult not to lose your patience with people you work with, it is essential that you maintain your professionalism at all times.

COHESIVENESS

Assesses the effectiveness and congeniality of the current team structure.

	Score
Self	**70**
Aggregated Feedback	**77**
Manager	**73**
Peer	**78**
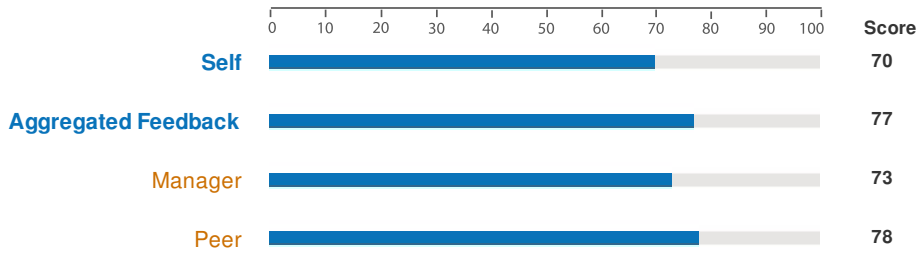
For the most part, you have assimilated reasonably well with the group structure. There are still a few aspects about your teamwork approach that may need some attention, however. Overall, you fit in fairly well with the team. Review your results below for more details.

Collaborativeness

Ability to get along and work well with others.

	0 10 20 30 40 50 60 70 80 90 100	Score
Self		**64**
Aggregated Feedback		**75**
Manager		**73**
Peer		**76**
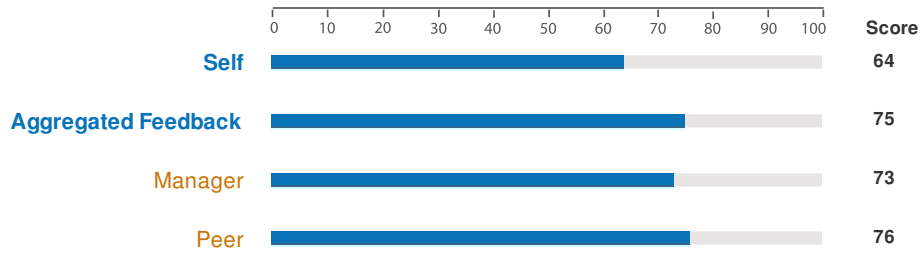
You understand the importance of being a collaborative team member, and for the most part, you strive to be as accommodating and helpful to others as you can. You may need to nurture this attitude more, but your willingness to support and be an active participant on the team is recognized

Goal Alignment

Understanding of team goals and willingness to work with others to achieve them.

	Score
Self	**69**
Aggregated Feedback	**78**
Manager	**83**
Peer	**77**
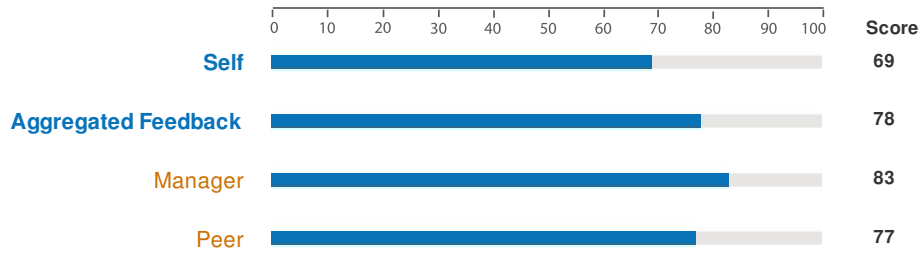
You generally agree with other team members as to how the group should function, but there are a few differences and inconsistencies that you will need to iron out – you are not always on the page. Overall however, you usually show a united front.

Role Clarity

Understanding of one's role and the role of others on the team.

	0	10	20	30	40	50	60	70	80	90	100	Score
Self												**100**
Aggregated Feedback												**82**
Manager												**72**
Peer												**85**
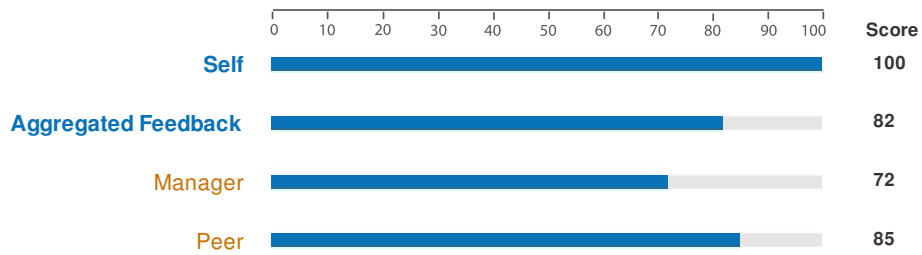
You are fully aware of the ins and outs of the team – who does what, when, and how. Clear guidelines have been set as to what each person's role and function is, and you strive to stay within these boundaries.

Team Mentality

Willingness to work for the greater good of the team.

	Score
Self	**45**
Aggregated Feedback	**85**
Manager	**80**
Peer	**87**
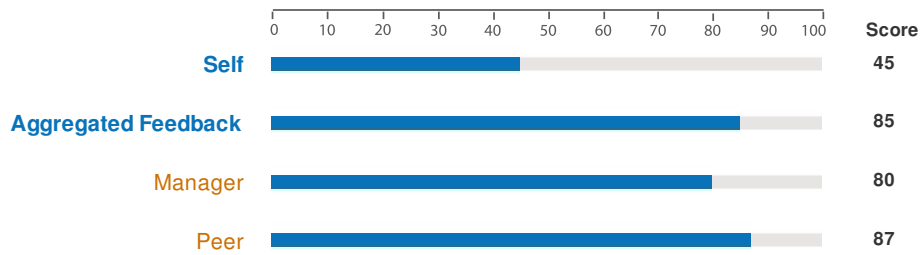
There is no "I" in team, and you strive to live by this philosophy. You are a good team player and are committed to the success of the team. You work for the benefit of the team as a whole, not toward your own end.

Perception of Compatibility

Sense of camaraderie among team members.

	Score
Self	**71**
Aggregated Feedback	**64**
Manager	**57**
Peer	**67**
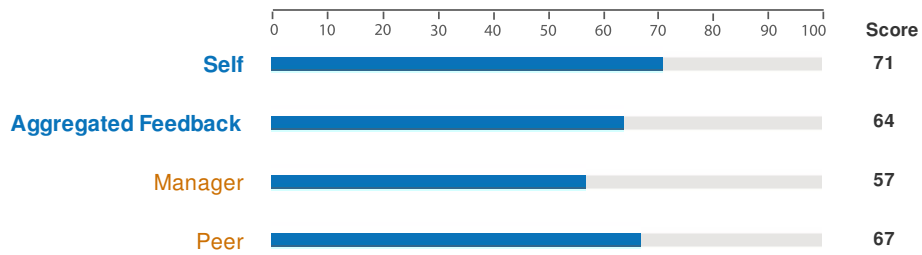
There may be a few issues that you and the team will need to work through in order to be more compatible. Overall, you seem to fit the team reasonably well, but before moving forward, it would be a good idea to talk to your teammates and reaffirm your desire to be a part of the group – and potentially clear up any concerns or misconceptions.

PROBLEM-SOLVING SKILLS

Assesses whether current problem-solving approach is conducive to effective resolution.

	0 10 20 30 40 50 60 70 80 90 100	Score
Self		**66**
Aggregated Feedback		**69**
Manager		**51**
Peer		**74**
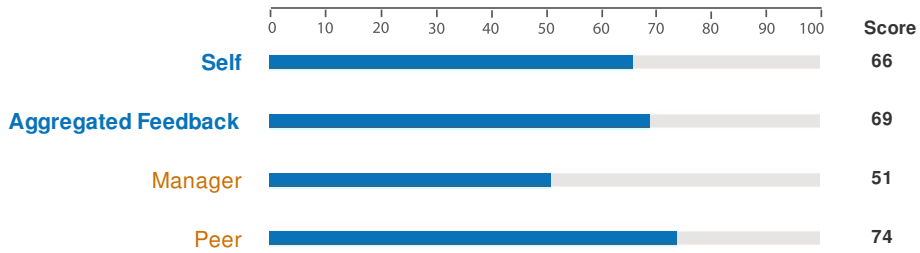
Problem-solving can become one of your strengths if you work to develop your skills further. There are some aspects of your approach to problem-solving that need to be modified and improved. Overall, you are a reasonably effective problem-solver, but need to create a more solid and structured "plan of attack." Review your results below for more information.

Research Skills

Ability to be resourceful and find useful information to aid in the problem-solving process.

	Score
Self	**75**
Aggregated Feedback	**91**
Manager	75
Peer	96
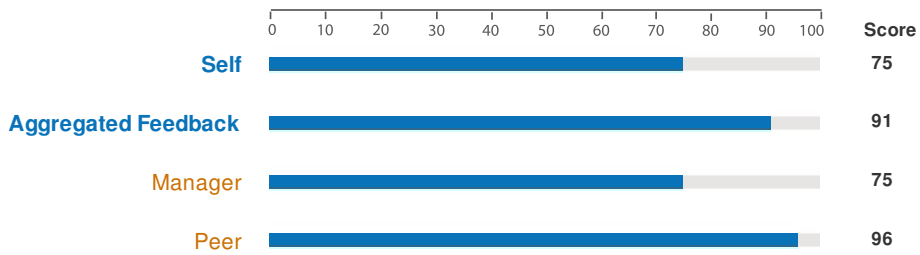
You seem to understand the importance of conducting research in order to solve problems effectively, and use this resource to your advantage. Even if a solution doesn't prove successful, you are not a haphazard problem-solver – you make sure to obtain as much information as you can before moving forward.

Brainstorming Skills

Effective use of brainstorming to generate ideas/solutions.

		Score
Self		**58**
Aggregated Feedback		**63**
Manager		**25**
Peer		**75**
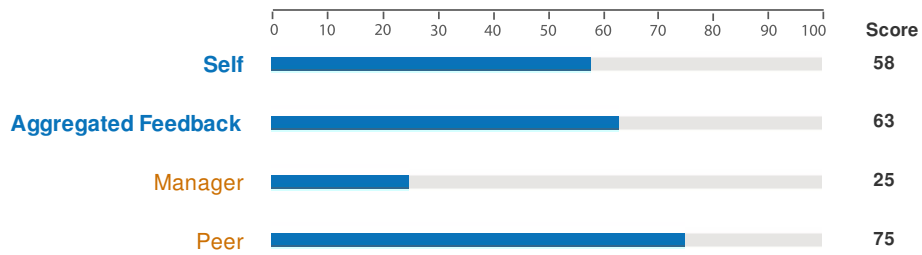
You know that there are benefits to brainstorming as it relates to problem-solving, and for the most part, seem to be able to use this resource to your advantage. You may need to modify some aspects of your approach in order to allow for a greater flow of ideas, but you at least possess basic brainstorming knowledge and skills.

Open-mindedness

Openness to different ways of thinking; a flexible mindset.

	Score
Self	**67**
Aggregated Feedback	**71**
Manager	**42**
Peer	**81**
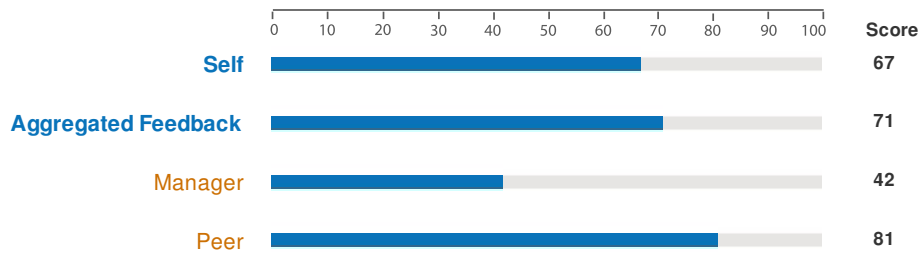
The wider your scope, the greater the possibility of generating effective solutions to problems. You are fairly open-minded but, for whatever reason, may limit your vision sometimes. Don't hesitate to be open to various possibilities, as there are many different ways to view a problem just as there are different ways to solve it.

Originality

Ability to generate creative ideas and solutions.

	0 10 20 30 40 50 60 70 80 90 100	Score
Self		**58**
Aggregated Feedback		**77**
Manager		**58**
Peer		**83**
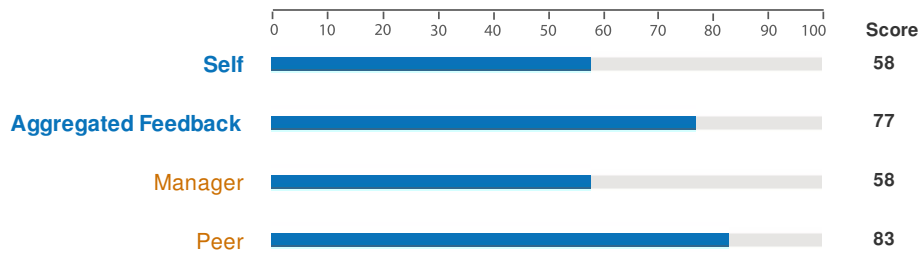
You have strong creative potential. You do not confine yourself to solutions that are practical and logical, and are usually able to tap into your creative side. It would be to your advantage to nurture your creativity more, as it adds a great deal of value to the problem-solving process.

Critical Thinking Skills

Ability to reason out problems and analyze alternative solutions.

	0 10 20 30 40 50 60 70 80 90 100	Score
Self		**75**
Aggregated Feedback		**73**
Manager		**50**
Peer		**81**
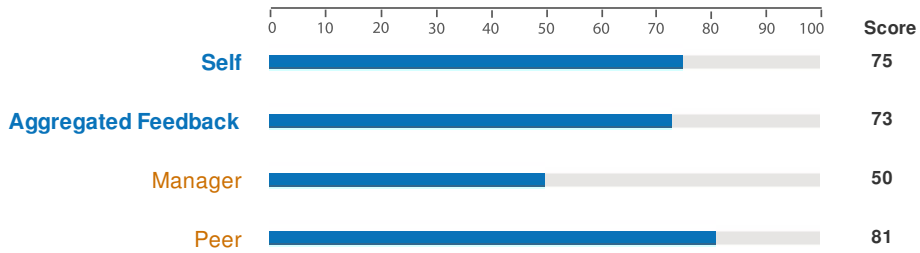
Problem-solving requires the ability to break down an issue, interpret and understand relevant research and information, and analyze the viability of each possible solution. You have the ability to thinking critically about a problem and its possible solutions, but need to practice this skill more. You have a good skill basis to work from – you just need to develop it further.

Decision-making/Judgment

Ability to use sound judgment and make smart, well-informed decisions.

	0 10 20 30 40 50 60 70 80 90 100	Score
Self		**63**
Aggregated Feedback		**53**
Manager		**25**
Peer		**63**
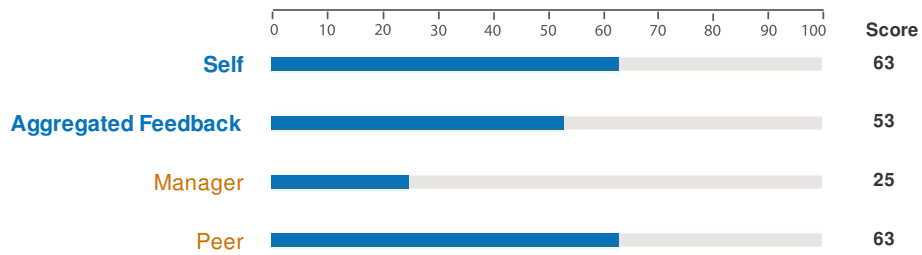
There is some concern about the manner in which you approach and make decisions – you don't seem to be using your best judgment. You will need to evaluate your decision-making process and determine whether there are resources that you can use to help you choose the best solution.

Planning

Tendency to carefully plan ahead before taking action.

	0	10	20	30	40	50	60	70	80	90	100	Score
Self												**58**
Aggregated Feedback												**80**
Manager												**63**
Peer												**83**
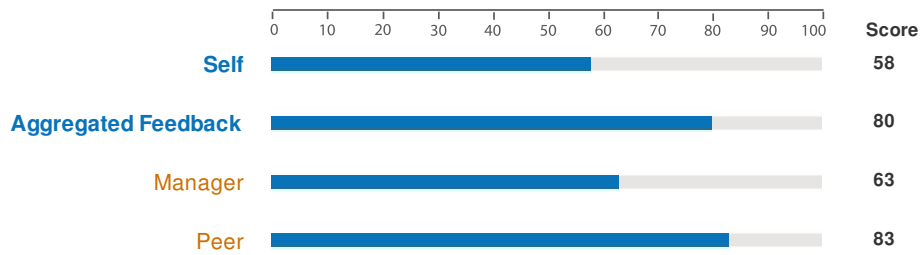
Having a solution in place is only half the battle – you need to plan out how to put it into place, and planning is where you excel. You are a strategic thinker. You carefully and meticulously plan what needs to be done and how.

Implementation

Ability to follow through on assigned tasks and responsibilities in the problem-solving process.

	0 10 20 30 40 50 60 70 80 90 100	Score
Self		**65**
Aggregated Feedback		**65**
Manager		**60**
Peer		**66**
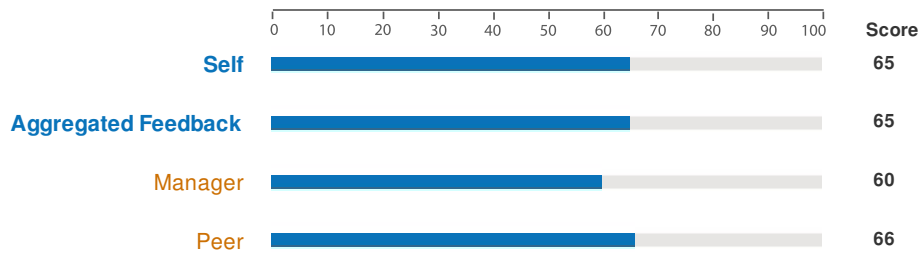
There are some aspects of the implementation process that you may need to improve, but overall, you can generally be depended on to competently follow through on your part of the job. Take some time to review your implementation approach to determine whether there are certain aspects that can be done more effectively or efficiently.

Evaluation of Progress

Willingness and ability to evaluate the progress of an implemented solution.

	0 10 20 30 40 50 60 70 80 90 100	Score
Self		**83**
Aggregated Feedback		**71**
Manager		**42**
Peer		**81**
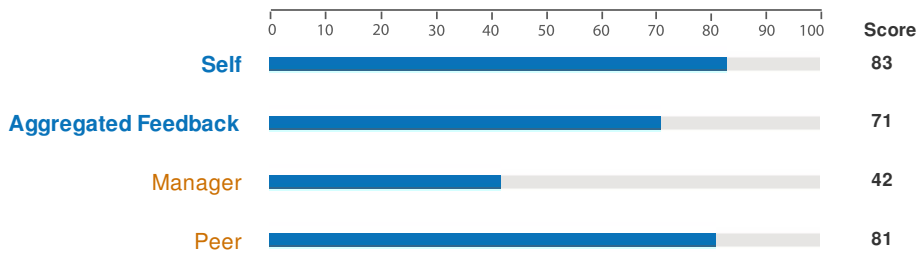
Evaluating the progress of a solution is an important part of the problem-solving process. You seem to understand this, and for the most part, are able to do this successfully – the only concern is that you may need to do this on a more consistent basis, or perhaps with a little more vigilance. Overall, however, the evaluation of the progress of a solution is generally one of your priorities.

Summary & Gap Analysis

Summary Table

In the Summary table, you will find a compilation of all the scores on the 360 assessment from the participant (Self), all raters combined (Aggregate), and other rater categories (e.g., Managers, Direct Reports, Peers, Internal Clients, External Clients).

This is useful for the participant and coach as a quick summary of the person's overall behavior, performance, thinking style or emotional responses.

For your convenience, we have color-coded the results. The cut-off points are to some degree arbitrary, but they are based on our coaching experience with leaders and employees. You can, of course, adjust the thresholds if you wish, based on your own desired benchmarks.

Color-coding legend for Summary Table

Color	Legend
Green	Green indicates an **excellent** result. Improvement may still be possible in order to take a skill to an even higher level, but overall it is great as is.
Yellow	Yellow indicates a **good** result, which means there is some room for improvement. This would be considered a medium priority issue.
Orange	Orange indicates a **development area** with quite a bit of room for improvement. This would be considered a medium to high priority issue.
Red	Red indicates a **significant development area** that the participant needs to work on, if relevant to his or her role. This should be considered high priority.

Summary table (Compilation of scores)	Self	Aggregated Feedback	Manager	Peer
OVERALL PERFORMANCE RATING	**65**	**70**	**59**	**74**
CONSCIENTIOUSNESS	**66**	**76**	**76**	**76**
Accountability	79	80	79	81
Time Management	70	80	85	78
Diligence	57	73	71	74
Motivation	60	71	75	70
Progress-tracking	75	94	92	94
SOCIAL SKILLS	**64**	**66**	**55**	**70**
Communication Skills	58	56	50	58
Listening Skills	69	66	56	69
Assertiveness	50	53	19	65
Conflict Resolution Skills	50	60	30	70
Diplomacy	83	80	86	78
Mentorship/Leadership Potential	50	67	50	72

Summary table (Compilation of scores)	Self	Aggregated Feedback	Manager	Peer
POISE	**48**	**57**	**33**	**65**
Adaptability	50	58	44	63
Openness to Feedback/Criticism	56	61	38	69
Stress Management	50	50	25	58
Emotional Management	46	58	29	68
COHESIVENESS	**70**	**77**	**73**	**78**
Collaborativeness	64	75	73	76
Goal Alignment	69	78	83	77
Role Clarity	100	82	72	85
Team Mentality	45	85	80	87
Perception of Compatibility	71	64	57	67

Summary table (Compilation of scores)	Self	Aggregated Feedback	Manager	Peer
PROBLEM-SOLVING SKILLS	**66**	**69**	**51**	**74**
Research Skills	75	91	75	96
Brainstorming Skills	58	63	25	75
Open-mindedness	67	71	42	81
Originality	58	77	58	83
Critical Thinking Skills	75	73	50	81
Decision-making/Judgment	63	53	25	63
Planning	58	80	63	83
Implementation	65	65	60	66
Evaluation of Progress	83	71	42	81

Gap Analysis Table

The purpose of the gap analysis table is to highlight discrepancies among the ratings, specifically:

- Between Self and Aggregate
- Between Self and other rater categories (e.g., Manager, Peer, Clients, Direct Reports)

If there are discrepancies between ratings, what does this indicate?

There are a number of factors that can be at play. For example:

When there is a large discrepancy between a participant's self-ratings and the ratings of his or her evaluators:

- It could be an indication of low self-awareness. The participant's self-perception is not aligned with how he/she is perceived by other people. Oftentimes, such discrepancy indicates a "blind spot" that the participant needs to bring into his or her awareness, and address.
- It could be an indication of low self-esteem. The participant is under-valuing his or her skills and contribution.
- It could be an indication of overconfidence. The participant is over-valuing or over-exaggerating his or her skills and contribution.
- The participant could be playing it safe by discounting his or her skills, so that others do not think that he or she has an inflated ego.

When there is a large discrepancy between the different rater categories:

- It could be an indication that the participant behaves disparately depending on the circumstances. Essentially, the participant adapts his/her attitudes and behaviors based on who he/she is interacting with. This can be a conscious adaptation - and the intention may range from negative to positive. For example:
  - The participant may be deliberately engaging in socially desirable behavior in order to look good in front of the right people (e.g., supervisor, manager, clients).
  - The participant may recognize the importance of self-monitoring (e.g., being more casual with peers, but acting more professionally with a manager or client).
- It could be indication that the participant subconsciously changes his/her behavior because of the way he or she was raised, because of past experiences, or as a result of behavioral conditioning. For instance, he or she may be at ease with some people (e.g. peers), but feels intimidated when dealing with a supervisor or manager (e.g. is assertive with colleagues or direct reports, but holds back opinions/ideas and becomes acquiescent with an authority figure).

Thus, the purpose and value of the gap analysis is to reveal the dynamics of a participant's behavior. It can help to pinpoint when adaptive actions are at play and, with the help of a coach, the participant can identify the underlying cause of the discrepancy.

Color-coding legend for Gap Analysis Table

- A plus (+) sign indicates that the Self score is higher than the rater score.
- A minus (-) sign indicates that the Self score is lower than the rater score.

Color	Legend
Green	The difference between the Self score and rater score is **negligible** (difference of 5 points or less)
Yellow	TThe difference between the Self score and rater score is **minor** (difference of 5 to 10 points)
Red	The difference between the Self score and rater score is **significant** (difference of more than 10 points)

Gap analysis: Self scores vs. Rater categories	Self vs. Aggregated Feedback	Self vs. Manager	Self vs. Peer
OVERALL PERFORMANCE RATING	**-5**	**+6**	**-9**
CONSCIENTIOUSNESS	**-10**	**-10**	**-10**
Accountability	-1	0	-2
Time Management	-10	-15	-8
Diligence	-16	-14	-17
Motivation	-11	-15	-10
Progress-tracking	-19	-17	-19
SOCIAL SKILLS	**-2**	**+9**	**-6**
Communication Skills	+2	+8	0
Listening Skills	+3	+13	0
Assertiveness	-3	+31	-15
Conflict Resolution Skills	-10	+20	-20
Diplomacy	+3	-3	+5
Mentorship/Leadership Potential	-17	0	-22

Gap analysis: Self scores vs. Rater categories	Self vs. Aggregated Feedback	Self vs. Manager	Self vs. Peer
POISE	**-9**	**+15**	**-17**
Adaptability	-8	+6	-13
Openness to Feedback/Criticism	-5	+18	-13
Stress Management	0	+25	-8
Emotional Management	-12	+17	-22
COHESIVENESS	**-7**	**-3**	**-8**
Collaborativeness	-11	-9	-12
Goal Alignment	-9	-14	-8
Role Clarity	+18	+28	+15
Team Mentality	-40	-35	-42
Perception of Compatibility	+7	+14	+4

Gap analysis: Self scores vs. Rater categories	Self vs. Aggregated Feedback	Self vs. Manager	Self vs. Peer
PROBLEM-SOLVING SKILLS	**-3**	**+15**	**-8**
Research Skills	-16	0	-21
Brainstorming Skills	-5	+33	-17
Open-mindedness	-4	+25	-14
Originality	-19	0	-25
Critical Thinking Skills	+2	+25	-6
Decision-making/Judgment	+10	+38	0
Planning	-22	-5	-25
Implementation	0	+5	-1
Evaluation of Progress	+12	+41	+2

Advice and Tips

To help you get started on the path toward growth and improvement, TEAM 360 offers a variety of insightful and practical tips to improve each competency assessed on the test. You can access the full list of tips by downloading the PDF file at the end.

- **Remember the big picture.** Being a part of a team means that everything you do and don't do will affect everyone else. This means that the team's success depends on you. Like throwing big rocks in a pond, not completing your tasks, making careless errors, procrastinating, or putting in a half-hearted effort will cause a ripple effect.

- **Have a progress meeting at least once a week.** This allows everyone to remain up-to-date as to where a project stands, what tasks have been completed, what is left to be done, and any potential problems team members may have run into. Of course, this doesn't mean that progress reports should be limited to these meetings. If, for example, you run into a serious problem, everyone must be informed immediately.

- **Think of your reputation.** When you're working on a team, you can't take shortcuts, make excuses, or put in less than 100% effort – because there's nowhere to hide. If you don't have the due diligence to get work done, your teammates will know. They are the ones who will have to make up for your lack of effort, and it will not go over well. If you want to keep your reputation intact and be considered a valued member of the team, put in the effort to get the job done well.

- **Use "I" phrases.** Instead of saying, for example, "You frustrate me when you don't listen to my ideas," send the message from your point of view; "I feel frustrated when my ideas are not given due consideration. Can we talk about this?" Essentially, state how you feel and why, and ask the other person a question that leaves the ball in his/her court. Avoid accusatory questions, however. That will only put the person on the defensive.

- **Know when to put your foot down and when to compromise.** If you are constantly and stubbornly insisting on your ideas, you will get the reputation of being selfish and inflexible. However, if you only put your foot down once in a while, you will have more leverage to convince others that this time, everyone is better off going with what you want.

For full access to all tips, please download the following PDF file:
http://archprofile.com/mr360pdf/IndividualT360.pdf

List of Raters

For your references, the following is the list of your raters for this 360 assessment.

- john@test.com
- mary@example.com
- konstantin@test.com
- kate@example.com

Additional Materials

For further references that can enhance your individual and team performance, feel free to review the materials suggested below.

Books:

Title:	Building Smart Teams - A Roadmap To High Performance
Author:	Carol A. Beatty & Brenda A. Barker Scott
Publication year:	2004
Publisher:	Sage Publications Inc.
URL:	https://www.amazon.com/Building-Smart-Teams-Roadmap-Performance/dp/0761929568/ref=sr_1_1?s=books&ie=UTF8&qid=1365527176&sr=1-1&keywords=building+smart+teams+beatty

Title:	Stop Workplace Drama: Train Your Team to have No Complaints, No Excuses, and No Regrets
Author:	Marlene Chism
Publication year:	2011
Publisher:	Wiley
URL:	https://www.amazon.com/Stop-Workplace-Drama-Complaints-Excuses/dp/0470885734/ref=sr_1_7?s=books&ie=UTF8&qid=1365527505&sr=1-7

Title:	Discussing the Undiscussable: A Guide to Overcoming Defensive Routines in the Workplace
Author:	William R. Noonan
Publication year:	2007
Publisher:	Jossey-Bass
URL:	https://www.amazon.com/Discussing-Undiscussable-Overcoming-Defensive-Workplace/dp/0787986321/ref=sr_1_153?s=books&ie=UTF8&qid=1365529848&sr=1-153

Title:	Strategic Project Management Made Simple: Practical Tools for Leaders and Teams
Author:	Terry Schmidt
Publication year:	2009
Publisher:	Wiley
URL:	https://www.amazon.com/Strategic-Project-Management-Made-Simple/dp/0470411589/ref=sr_1_17?s=books&ie=UTF8&qid=1365530885&sr=1-17