

# Team Based Work System Survey FAQ

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## **What is the Team Based Work System Survey (TBWS)?**

The TBWS Survey is used to help teams and managers determine strengths and weaknesses in nine different areas. These include: Team Member Initiative/Dependency; Performance Appraisal To/From Manager; Trust and Cooperation Within Team; Decision Making and Problem Solving; Efficiency & Planning; Coaching & Training; Trust & Openness of Management; Goal Focus. Survey results can be used to plan for improvement and create an opportunity for open discussion.

## **Why should I take this survey?**

The TBWS helps you compare your team's current functional level with that of hundreds of other teams and companies. You will be able to identify specific strengths and weaknesses in your team and make a plan for change or development. The survey also helps the manager compare his/her perceptions to those of the team. Major differences between the perceptions of the team and the manager can signal problems. Differences in perceptions are often unknown to the team or manager until something comes up that highlights these differences. Conflict or poor performance can be directly related to differences in perceptions about expectations, behavior, goals or many other things. The TBWS highlights these for the team and the manager and offers suggestions for improvement.

## **How long will it take?**

It takes about 5 minutes for the coach, manager or team lead to register the team and add members and their email addresses. Each team member will then receive an email with password to complete the 15-minute questionnaire.

## **Can I see a sample report before I take the survey?**

Yes, sample reports are available at these links or you can view one after logging in to the survey site before you actually take the survey. Be sure you view both reports.

Go to this link for a sample team report:

Go to this link for a sample manager comparison report:

## **What do I get for the free version?**

The free version gives you the graph for your team compared to other teams in our database.

## **What do I receive for the paid version?**

When you get the paid version, you receive the written team report that compares your scores to those of other teams in our database. The report makes recommendations and gives you links to other resources. The manager also receives a manager/team comparison. This graph and written report compares the manager's perceptions to those of the team. Recommendations are made for manager scores that are significantly higher or lower than the team.

## **Is the TBWS confidential?**

When team members complete the survey, the results of individual surveys are known only to the individual team members. They will instantly receive a graph that shows how they compare to our database. The manager never sees this individual data. Only when three or more team members have completed the survey can the manager access the team profile. This ensures that no one can determine how any individual responded to the survey.

## **Can my manager find out how I filled out the survey?**

No, the manager can only see how the team as a whole scores. A team must have at least three members complete the survey before any results are shown to the manager.

## Who developed the TBWS?

Dr. Darrel W. Ray developed the TBWS survey. Dr. Ray is a psychologist who has worked with organizations, leaders and teams for over 25 years. He holds an Ed.D. from George Peabody College of Vanderbilt University (1978). Dr. Ray has extensive experience and training in survey and test development. He has published two books on teams and teamwork. *Teaming Up: Making the Transition to a Self-Directed Team-Based Organization* (McGraw-Hill, 1995) and *The Performance Culture: Maximizing the Power of Teams*, (IPC Press, 2001). Both are available at: [www.teaming-up.com](http://www.teaming-up.com) or you can view his biographical information at: <http://www.teaming-up.com/ot.html>

## Why was the TBWS developed?

For twenty years, Dr. Ray used a number of different surveys and instruments to help him assess organizations and teams. He became frustrated with what was available on the market. There were no valid and useful instruments designed specifically for teams. Until the development of the TBWS, most surveys on the market were developed using traditional organization data. Dr. Ray wanted a survey that was unique and focused on the issues and needs of team-based systems. It does not make sense to use data from a traditional system to assess a team system.

As Dr. Ray's research has shown, team-based systems generally have a higher level of performance than traditional systems. Be aware that in taking the survey, you are being compared to team systems that, on the whole, score significantly higher than traditionally organized systems.

## How was the TBWS developed?

As a psychologist with training and experience in test and survey development, Dr. Ray decided to develop a survey that would meet the needs of teams. He developed the TBWS over a five-year period using hundreds of teams and over a thousand team members to develop the scales and statistical norms.

The survey was developed in three steps. A pool of 128 questions were developed. These were given to over 100 team members in several different companies. Results were analyzed with factor analysis and item analysis. From this, nine empirical scales were developed. Fifty-four questions were dropped since they added little or no value, did not load on any factor or loaded on multiple factors.

In the second step, the survey was given to several hundred team members in several different companies. Results were reanalyzed and adjustments were made to some scales. In large measure, the scale weights and memberships remained the same. Some items were dropped from scales because they did not add any weight. A few experimental items were added and the survey was published.

The third stage involved collecting more data from a wide range of teams and companies and comparing the overall scores of teams to the performance of the teams. The research showed that scores on the TBWS could discriminate between high performing and low performing teams.

## Is the TBWS statistically valid?

There are many aspects to validity and reliability. Dr. Ray conducted analyses on most of the primary methods of assessing validity and reliability. He looked at predictive validity – does the survey correlate well with actual performance? Can it predict performance based on the scores? The analysis shows that it does well at predictive validity.

Next, he looked at test-retest reliability. Does the survey show similar results over short periods of time across the same groups? The test-retest reliability was above .90 after one month using four teams in a mental health center. This means that there was over 81% agreement in the answers of the teams across both administrations of the survey.

Correlations were done on all subscales to ensure that the subscales were in fact independent. All but a few of the cross subscales correlations were below .5, the highest subscale correlation was .62 (Efficiency and Planning with Coaching). This means that the subscales are largely independent and measuring different things.

Item analysis was done on all subscale items to ensure that each item loaded primarily on its subscale. No item loads more than .4 on any other subscale and all items load .74 or higher on their own subscale.

Other analyses were done to test for concurrent validity. Specifically, Dr. Ray looked at subscale correlations with the Moos, Work Environment Scale (WES) from Consulting Psychologist Press. This scale tests some similar areas as the TBWS. On the relevant scales the WES and TBWS showed very high correlations and appear to be sampling a similar universe.

### **What is the database on which the TBWS was developed?**

The underlying research for the TBWS is based on hundreds of teams and over one-thousand team members. All of the companies in the normative database use some kind of team-based work system. This means that anyone who takes the survey is being compared to team-based systems NOT traditional work systems.

### **What industries have used the TBWS?**

Companies in our database include Manufacturing, Engineering, Insurance, Technical Services, Accounting, Medical, Hospital, Mental Health, Oil, Chemical, Information Systems, and many others.

### **Can I compare my team to others in my industry?**

No, the breadth of industries is so fragmented that it makes little sense to compare on an industry basis. The TBWS focuses on human aspects of teamwork and not on industry specific issues. Our research also shows that it makes little difference what industry a team is in. Conflict or poor coaching in insurance looks a lot like conflict and poor coaching in a manufacturing plant.

### **Why should the manager take the survey with the team?**

The perception of the manager is critical since he/she sets the pace for the team. If the perception of the manager is quite different from that of the team, it is important to know that and try to determine the roots of the differences. This can lead to a rich discussion and a good plan for improvement in many areas.

### **How many people can take the survey?**

Up to 10 people plus a manager can take the survey.

### **Can my team retake the survey?**

Yes, your team can retake the survey. It is suggested that you wait at least 4 to 6 months to retake the survey. Behavioral change does not happen over night. Once you have taken the survey, make a plan of action for change then retake the survey after you have given sufficient time for that plan to have the desired effect.

### **What if one of my team does not complete the survey, can I still get the report?**

The report is available as soon as three or more have completed it. We strongly advise that you do not get the report until all, or as many as possible have taken it. The report and conclusions can be quite different with three vs seven people so make sure you include as many of the team members as possible before printing the report. Having multiple reports will be confusing and lead to poor results.