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**PERFORMANCE MEASUREMENT AND HIGH TEAM
PERFORMANCE BUILDING USING THE PRISM TEAM
PERFORMANCE DIAGNOSTIC**

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INTRODUCTION

Progress in the field of communication technology has opened possibilities for organisations to quickly obtain information and implement innovative solutions to support management decision-making. Tools are being created that will revolutionise traditional management methods. One of them is the PRISM Team Performance Diagnostic created by PRISM Brain Mapping Technologies Limited¹. The PRISM is a web-based tool for diagnosing and reporting the performance of work teams [WWW 1]. It is the result of many years of work put in by the team of Dr. John Colin Wallace, Charles Norman Robert de Garston, Ajit Patel and Barry Ralph Scales.

Measuring team performance using the web application PRISM has not been described in a scientific publication. That it is a new tool that supports trained and certified practitioners in the country is of crucial importance. Using it to conduct scientific research in the area of performance management, we are among the first users of this method in Poland. From previous observations we show that, in Poland, many organisations do not yet understand the significance of team performance, although this is not just a problem at Polish companies.

Research conducted in 2015 by L. Loew showed that almost all organisations (88%) have a performance management strategy, yet 71% rate their performance management as ineffective [Loew 2015].

¹ The company PRISM Brain Mapping Technologies Limited was established on 13 November 2009 in Tunbridge Wells in the UK. The company's Managing Director is Dr. John Colin Wallace. The remaining Directors: Charles Norman Robert de Garston, Ajit Patel and Barry Ralph Scales. The company operates in the field of business support, and among other things creates and sells management tools.

A high-performance team brings a lot more to the organisation than the average team, even if the average consists of extremely creative people [Chong 2007]. Each member understands that they must rely on each other, because the people doing the work are mutually dependent [Peterson 2007]. A high-performance team of employees is similar to a sports team where the whole team achieves excellent results only when its members are focused in order to perfectly understand, respect, support each other and cooperate.

No team achieves good results overnight. It is a long process and the leader and all team members are responsible altogether. One of the tools to support the process of building a high-performance team is the PRISM Team Performance Diagnostic.

The article presents a case study diagnosing team performance on the example of Polish companies using the PRISM tool. It includes a description of the tool and the results of the diagnosis by an enterprise in the computer industry, as well as guidance on the possibility of long-term operation with the tool to improve business performance and build a high performance team.

PURPOSE AND METHOD

The aim of this article is to present the use of the PRISM Team Performance Diagnostic method for diagnosing the performance of an organisation's team of employees on the example of an IT industry company.

The ability to use this tool in teams of employees can help managers make management decisions to increase team performance, and above all will understand the importance of teamwork in achieving better results in the company [Tannenbaum and Cerasoli 2013]. The article presents the different stages of diagnosing team performance at an IT company along with the results and identifies possible solutions to the problem of low performance and management decision-making. Drawbacks and benefits of this method are presented.

Katzenbach and Smith define "A high Performance Team" as: "A small number of people with complementary skills who are committed to a common purpose, performance goals and approach for which they hold themselves mutually accountable, and who are deeply committed to one another's personal growth and success" [Katzenbach and Smith 1993].

To assess team performance, managers should first consult a certified PRISM practitioner operating in the country². A team manager is required to provide the practitioner PRISM e-mail addresses of all members of the team, manager (leader) and observers-external stakeholders. They do not require personal data. The certified PRISM practitioner sends each person an e-mail with an individual link which redirects them to the PRISM server, where they can fill in a questionnaire.

The questions in the questionnaire relate to seventeen areas evaluated by team members, leader and external stakeholders. Six areas concern achievements of the team, another six the relations prevailing within the team and closer relationship with others in their environment, e.g. customers, suppliers, co-operators. Other areas that are explored by the PRISM Team

² A list of the PRISM practitioners can be found on [WWW 2].

Performance Diagnostic is teamwork, commitment to teamwork, team effectiveness, team spirit and morale.

Areas on the achievements of the team include:

1. Objectives and strategies – in this area the degree of understanding and involvement of team members in achieving team goals is analysed, on the basis of the strategy adopted in the enterprise.
2. Team consistency – the extent to which all team members experience a sense of unity and share their commitment to the role team plays is diagnosed.
3. Liability – this area refers to the degree to which the employees understand the roles assigned and performed in the team and how they evaluate the degree of fulfillment of their obligations.
4. Decision-making – assessment of the team's decision-making in response to complex problems.
5. Focus on results – team members' motivation is analysed.
6. Stimulate changes – assessment of the degree to which team members cope with change and assessment of the reaction to change (positive/negative and active/passive).

The areas on the relationship include:

1. Trust: The degree to which the members trust one another, openness and support [Davis et al. 2000].
2. Positive approach: The degree to which members of the team are optimistic about the future and are enthusiastic about the work.
3. Communication: The extent to which all team members keep one another up to date on team matters.
4. Team spirit: The degree of camaraderie and willingness to support each other existing between all team members.
5. Valuing diversity: The extent to which team members appreciate and make use of their colleagues' ideas, skills, knowledge, experience and strengths.
6. Receiving feedback: The degree to which members perceive a conflict and constructive exchange of opinions as useful for individual and team performance.

In addition, PRISM Team Performance Diagnostic analyses teamwork, commitment to teamwork, perception of the team, team effectiveness, spirit, morale, and organisational culture.

The analysis of teamwork is intended to assess the degree of ownership by members of the skills necessary to create a high-performance team. Commitment to team work analyses the degree of team members' engagement in working together to achieve the high level results.

Team effectiveness measures how effectively a group of employees uses its material and intellectual resources in order to achieve the expected results. Some groups achieve their objectives, but are not effective considering the costs involved, while others can also provide good results, but incur significantly lower costs. There are also those that achieve goals, but leave members feeling undervalued and not sufficiently supported in their work environment. PRISM Team Performance Diagnostic examines the atmosphere in the team, including the degree to which members of the group feel valued by the organisation and co-workers.

When studying team performance, one cannot forget about the morale of the team. This is an extremely important factor, which says a lot about team members' level of concentration on their assigned tasks and the ability to do a quality job fulfilling them. Having high team morale should be a key objective of any organisation. Morale is the combination of enthusiasm and perseverance with which team members approach their tasks. This definition is closely linked to team cohesion and spirit, and also suggests there is a desire to be persistent in the face of difficulties and troubles.

The PRISM Team Performance Diagnostic questionnaire explores the present organisational culture in which the group of employees exists and performs. Often the organisational culture is defined as a permanent feature. Note, however, that any "winning" organisational culture has its own unique "behavioural DNA" that is created by the value brought to the organisation/team by its members [Lee 2013].

Analysis of organisational culture includes: the desire to succeed, the culture of "one team", identifying with the organisation, passion and energy, action, externally focused orientation, responding to change and inspiring leadership. The last factor, which is analysed by the PRISM Team Performance Diagnostic, is the perception of the team.

On the high-performance teams, not only members perceive the results achieved by the team in a similar manner, but they also assess the degree of support provided to them by the organisation and co-workers alike [Frey and Osterloh 2002]. Less effective teams tend to have a greater diversity of opinions among the individual team members.

A key component of the PRISM Team Performance Diagnostic Performance Team is a diagramme describing the overall results of the audit. The diagramme consists of 12 key areas related to the performance of the team and its relationship with the environment. A team performance diagnosis conducted in a Polish IT company is presented in the next section.

RESULTS

The IT company is a small company operating on the Polish market. Its main mission is to support and help develop the business by implementing the latest technology in the field of information technology and telecommunications (ICT). In August 2016, the performance of the sales team consisting of a leader and seven employees was assessed. The group's areas of performance are presented in Table 1.

The presented results are part of the Report PRISM Team Performance Diagnostic, which was received by the team leader. The report was generated when the last of the participants completed a questionnaire. The diagnosis for evaluation adopted a scale from 0 to 100. The final assessment of each specific area is the arithmetic mean of all the assessments made. Areas of team performance are presented in Table 1 and include an assessment of the Katzenbach and Smith twelve key areas of performance and five additional areas, which include: teamwork, commitment to teamwork, team effectiveness, team spirit and team morale [Katzenbach and Smith 1993].

The twelve key areas were then transferred to a radar diagramme that takes into account the perceptions of both the leader and the team. If external stakeholders were involved in the assessments, there would be a third graph showing the perception of stakeholders.

TABLE 1. Areas assessed of the IT company's sales team

Performance factors		Team leader rating	Team rating	Average rating	Performance level	
Key areas of team performance	achievement	goals and strategies	29	47	38	poor
		team cohesion	21	49	35	poor
		accountability	50	66	58	below average
		decision making	36	54	45	poor
		drive for results	21	43	32	poor
		driving change	79	64	71	average
	relations	trust	79	61	70	average
		positive outlook	43	53	48	below average
		communication	43	49	46	below average
		team spirit	57	54	56	below average
		valuing diversity	71	60	66	average
		handling feedback	50	73	61	below average
Other areas of performance	teamwork skills	46	64	55	below average	
	commitment to teamwork	57	61	59	below average	
	team effectiveness	52	60	56	below average	
	team climate	55	66	61	below average	
	team morale	50	54	52	below average	

Source: the authors, based on the Report PRISM Team Performance Diagnostic of an IT company.

The Figure 1 data are presented in the PRISM report diagnostic as a Circle of Team Performance. It was created by Team Dynamics Limited and is used to determine the performance of the team³. The wheel is the result of the research of 162 teams. The study focuses on the Katzenbach and Smith twelve key performance factors [Katzenbach and Smith 1993].

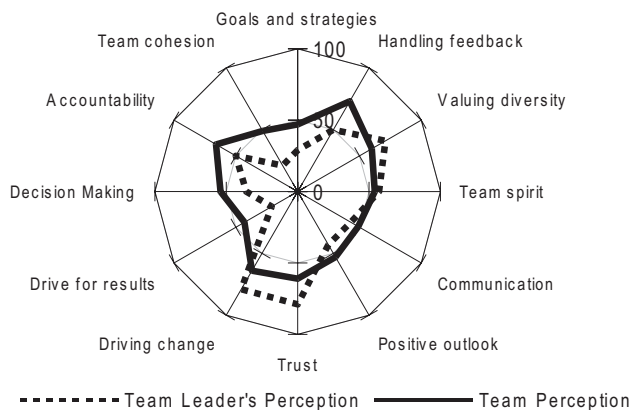


FIG. 1. Diagram of the key areas of performance of the sales team in IT company

Source: the authors, based on the Report PRISM Team Performance Diagnostic of IT company.

³ The company is a shareholder of PRISM Brain Mapping Technologies Limited and performs research, offers trainings for business and PRISM tools.

Team Dynamics International's studies have revealed that the "high performing" teams achieved scores greater than 75% for all 12 factors, whereas normal or average ones achieved scores of only between 65 and 75% for all 12 factors. Underperforming teams tended to score less than 65% for most of the 12 factors [WWW 1]. Figure 2 presents the Circle of Team Performance of the IT company.

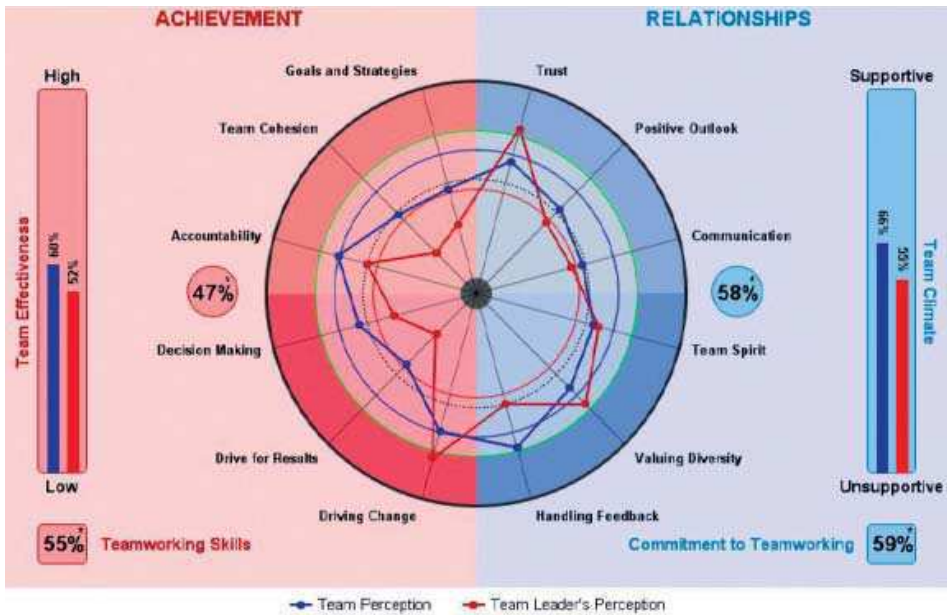


FIG. 2. The IT company's Circle of Team Performance

Source: Report PRISM Team Performance Diagnostic of an IT company.

The Circle of Team Performance is divided in half, with the left side, in pink, covering six areas related to achievements, and the right side another six areas related to the relationship. The report is clear and simple to interpret.

The conducted diagnosis of team performance resulted in emerging areas in which the company achieves the highest and lowest performance. Assessment of areas related to the team's results is sorted in descending order (Fig. 3).

The data presented show that the company achieved its highest ratings in: driving changes (71), accountability (58) and decision making (45), and the lowest ratings in: drive for results (32), team cohesion (35) and goals and strategies (38).

Figure 4 shows the results pertaining to relations prevailing in the team and its relationship with the surrounding environment, sorted in descending order.

The company gained the highest results for trust (70), valuing diversity (66) and handling feedback (61) and the lowest for communication (46), positive outlook (48) and team spirit (56) [Li et al. 2007, Webber 2008].

Each group of employees in an organisation operates within a specific, unique culture. Research conducted by PRISM showed that less than 10% of the teams achieved success

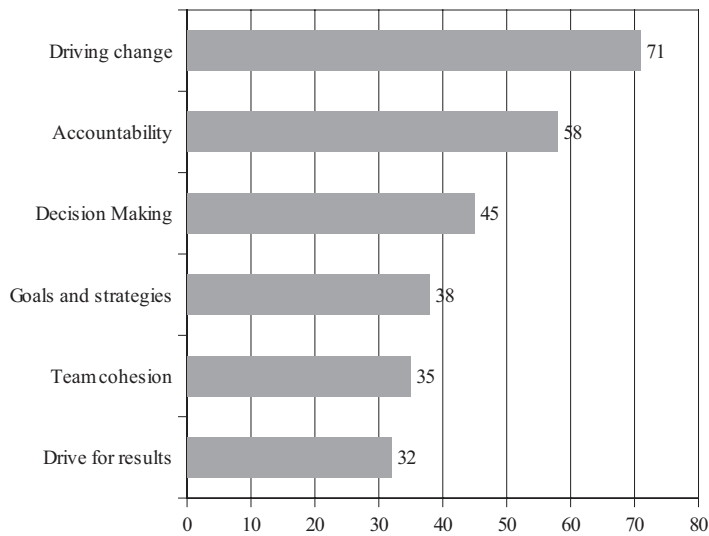


FIG. 3. Evaluation of IT company team performance areas related to achievements

Source: the authors, based on the Report PRISM Team Performance Diagnostic of IT company.

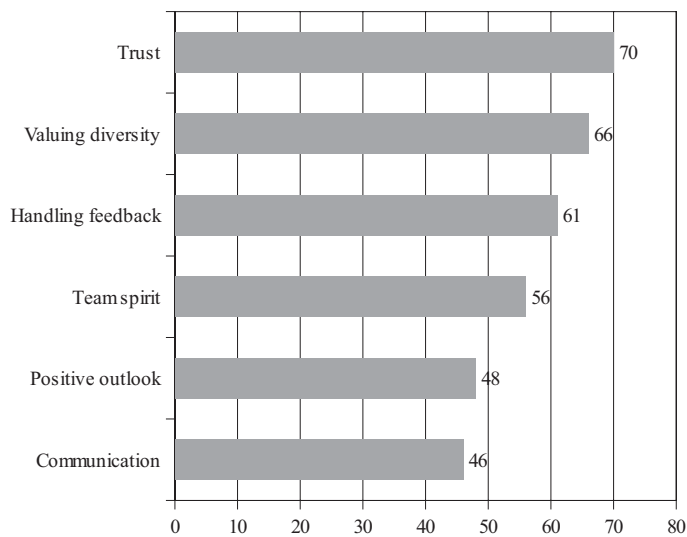


FIG. 4. Evaluation of IT company team performance in areas related to relationships

Source: the authors, based on the Report PRISM Team Performance Diagnostic of an IT company.

in creating a winning culture. This culture helped to achieve high scores above average. At the same time, in the same study, 70% of the leaders felt that a strong results-oriented culture is the greatest source of competitive advantage [WWW 1]. Organisational culture is the “personality” of the organisation. It is unique in each company, as in every company there are different people working with specific and unique preferences, behaviours and

values. Culture focused on high performance in an organisation inspires its members to act and makes employees feel safe [Stevens and Campion 1994]. This in turn motivates employees to turn out better and more efficient work [Encyclopedia of Creativity 2013].

The PRISM diagnosis of organisational culture evaluated eight factors: the desire for success, the culture of “one team”, identifying with the organisation, passion and energy, action orientation, externally focused orientation and reaction to changes. The results are shown in Table 2.

TABLE 2. Evaluation of the IT company’s organisational culture

Performance factors	Team leader rating	Team rating	Average rating	Performance level
A desire to succeed	43	74	59	below average
A one-team culture	57	77	67	average
Personal ownership	43	83	63	below average
Passion and energy	29	54	43	poor
Action-orientated	57	80	69	average
Externally focused	86	80	83	high
Embracing change	71	74	73	average
Inspirational leadership	57	89	73	average

Source: Report PRISM Team Performance Diagnostic of an IT company.

The team achieved a high level of performance only in the externally focused orientation, which means that its culture focuses its efforts to a greater extent on meeting customer needs and overcoming competition rather than on internal issues and company policies. The team members’ passion and energy came in very low. High-performance teams of employees spread enthusiasm in all actions [Peterson 2007, Beebe et al. 2011]. Unfortunately, the team lacked that ability. In addition, employees did not identify with the organisation and did not want success.

Another element of the measure is team morale, which focuses on the set of tasks given to the team and the ability to exercise the highest standards. Figure 5 presents the results.

The overall result of the assessment of team morale in the company was 52%, a below average grade. Team morale consists of many factors, but in particular is a combination of enthusiasm and perseverance. The team diagnosed a fairly high level of perseverance (71%), but a low level of enthusiasm (28%). On high-performance teams, the same level of enthusiasm and perseverance affect the team’s morale.

Another very important element in the PRISM Team Performance Diagnostic is the team’s self-perception (Fig. 6).

All members on high-performance teams perceive their team similarly. In Figure 6, axis “Achievements” and “Relationships” presents two sets of results included in the white fields. They show the highest and lowest marks given by one of the respondents in relation to the areas “Relations” and “Achievements” of the team. The smaller the difference between the results, the greater the compliance in the perception of the team outcomes. Conversely, the greater the divergence of results, the lower the compliance of the perception of the results by the team. In the diagramme above there is a large square, which means poor team performance.

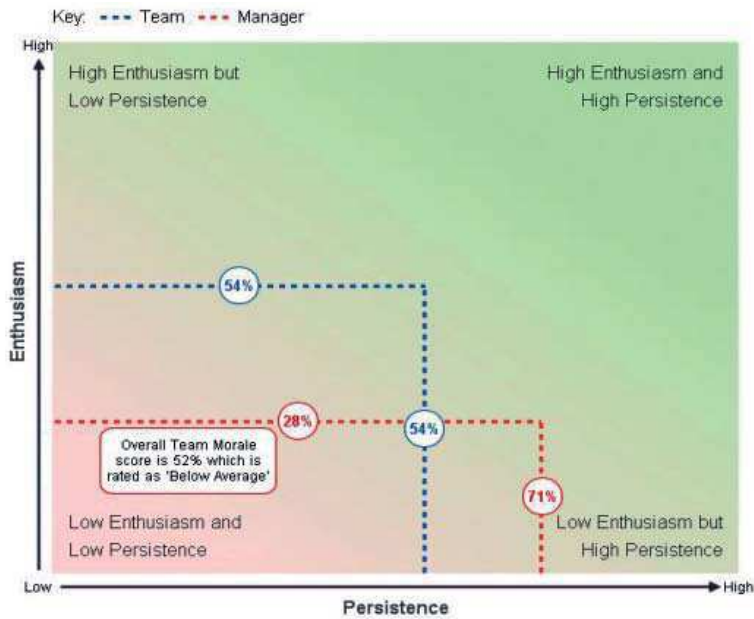


FIG. 5. Team morale in the IT company

Source: Report PRISM Team Performance Diagnostic of an IT company.

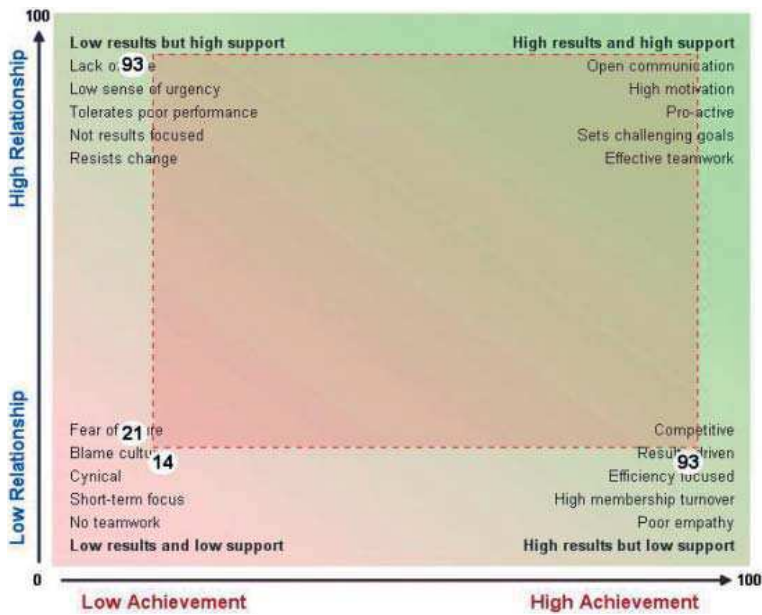


FIG. 6. Self-perception of the IT company team

Source: Report PRISM Team Performance Diagnostic of an IT company.

The descriptions proposed by PRISM of the individual factors facilitate the analysis of the report. They are given in alphabetical order [Report PRISM Team Performance of IT Company]:

- Accountability – The extent to which individual team members are clear about and accept their own roles and responsibilities.
- Action orientated – The organisation’s culture is about being self-motivated, creating and maintaining a sense of urgency and knowing where the real value of any activity is.
- Commitment to teamworking – The extent to which the team members are committed to working together collaboratively to deliver high performance.
- Communication – The extent to which all members keep each other fully informed about team issues.
- Decision making – The extent to which the team uses effective problem solving processes when dealing with complex issues.
- Drive for results – The extent to which team members are motivated by and achieve demanding targets.
- Driving change – The extent to which team members embrace change and respond to it pro-actively in a positive manner.
- Embracing change – The organisation’s culture is about challenging the status quo, welcoming change and looking for new and better ways of doing things.
- Externally focused – The organisation’s culture is about focusing energies on delighting the customer and beating competitors rather than internal issues and politics.
- Goals and strategies – The extent to which all the team members fully understand and are committed to the team’s goals and strategies.
- Handling feedback – The extent to which team members regard constructive conflict and opinion sharing as beneficial to their individual and team performance.
- Inspirational leadership – The organisation’s culture is about providing inspirational leadership that makes others feel motivated, inspired and empowered to perform at their very best.
- One team culture – The organisation’s culture is about creating cohesion and trust by helping all individuals to achieve their full potential and by making the most of everyone’s talents.
- Passion and energy – The organisation’s culture is about bringing infectious enthusiasm to all work activities and delivering exceptional performance in the areas that really matter.
- Personal ownership – The organisation’s culture is about encouraging everyone to take personal responsibility for and ownership of overall business performance.
- Positive outlook – The extent to which team members are forward looking and take a strong, positive, optimistic view of their work.
- Team climate – The extent to which team members feel supported by the organisation and by other team members.
- Team cohesion – The extent to which all the team members experience a sense of unity and shared committed to the team’s role.
- Team effectiveness – The extent to which the team makes effective use of its material and human resources to attain its current level of achievement.

- Team morale – The extent to which team members enjoy being in the team and are willing to do what it takes to ensure that it succeeds in its tasks despite tough challenges.
- Team spirit – The level of camaraderie and willingness to provide mutual support that exists between all team members.
- Teamworking skills – The extent to which the team members possess the skills necessary to build a high performance team.
- The desire to achieve success – The organisation’s culture is based on the relentless pursuit of business and personal excellence, always pushing itself to do better and being resilient despite opposition or setbacks.
- Trust – The extent to which team members demonstrate a high level of trust, openness and reliance on each other.
- Valuing diversity – The extent to which team members value and make use of each other’s ideas, skills, background experiences, behavioural strengths and knowledge.

DISCUSSION

The results show that the IT company’s sales team turned in mostly below average results in the key areas; and each of these areas requires careful analysis and discussion. To properly use this tool, Team Dynamics Limited recommends the following steps:

1. Study the report carefully.
2. The leader should convene a meeting with the entire team and there present the results of the report with special emphasis on the results the team members achieved in the 17 key areas.
3. Initiate a discussion in order to identify the team’s strengths, which should be strengthened, and its weaknesses, which require work and development.
4. Determine the most urgent areas to work on, with one or two areas in particular to start with.
5. Discuss specific actions with the team, assign measures to team members, supply workers with the necessary tools and eliminate obstacles [Salas et al. 2008, Salas et al. 2009].
6. The common agreement on how to monitor progress regarding the objectives and action to be taken; determine the time frame and set a date for the next Team Performance Diagnostic [WWW 1, WWW 3].

High-performance teams very rarely occur naturally. The construction of such a team requires effort, time, patience, learning about each other, and many hours of joint discussion. However, research shows that the work put into creating such a group is beneficial for the entire organisation.

In 2014, the Brandon Hall Group Research Team conducted a study “Performance Management Study”, which analysed 223 multinational companies [Loew 2015]. One of the most important conclusions to emerge from the research was that high-performance teams achieve better business results.

Implementation of the PRISM Team Performance Diagnostic method in an enterprise can be a way to achieve strategic performance growth, or a part of Performance Manage-

ment [Dyer et al. 2013]. As L. Loew has shown, a high-performance team contributes to the involvement of employees, revenue growth and a business retention level of from 1 to 20% [Leow 2015]. The tool itself is simple: filling out the questionnaire takes up to 45 minutes. If an organisation opts to go further than just diagnose the performance of a team and work on increasing performance, the organisation can expect more benefits. The downside of this method will be the need to involve the whole team in the implementation of a common goal, which will be the joint effort to increase performance. Because there are different personality types (e.g. Introverts) and various behavioural preferences, this may sometimes prove difficult, tedious and time-consuming. Nevertheless, a joint effort made by team members yields the best results, which may not always be immediate.

The process of building a high-performance team requires a leader and team members, and a special effort to change traditional thinking about teamwork and management [Chong 2007, Nemiro et al. 2008, Bass and Bass 2009, Dyer 2013]. Research by Brandon Hall Group Research Team has shown that teams managed in the traditional way never achieve high efficiency, thus the business results they turn out in the long run will not grow [Katzenbach 1993, Dyer 2013].

Companies reaching poor economic results often reduce employment, while the potential of the company lies precisely in the employees. The PRISM Team Performance Diagnostic indicates areas that need to be repaired. All should be discussed in detail by the team.

The case study on the IT company shows that the sales team performed poorly because [Sims and Salas 2007, Bedwell et al. 2012]:

- the values of the individual team members are not consistent;
- team morale and enthusiasm are low;
- being part of a team does not please employees;
- team members are not willing to devote extra effort to achieve mutual success;
- team members are not willing to give each other mutual assistance and support;
- the team gives up quickly when encountering failures and difficulties;
- the team is not optimistic about the future;
- team members barely identify with the organization;
- there are problems with communication on the team – members do not communicate with each other and do not share relevant information;
- the team is unable to work as a team;
- the expectations between team members and the leader are different.

If the team leader seeks to increase team performance and achieve higher business results, they should take the further steps recommended by Dr. Colin Wallace, and after about three months re-examine the performance using the PRISM Team Performance Diagnostic [De Waal 2004].

The presented example and tool present areas for further study we would like to undertake in order to answer the following questions that trouble us:

- Does the sex of the leader and team members have an impact on the performance of the team? In the case study presented, the woman was the leader while team members were all men [Post 2015].
- What are the behavioural factors of team members; and can the leader increase or decrease the team's efficiency?

- What distinguishes high-performance teams in different countries and cultures? [De Waal 2006].
- Are multicultural teams more productive?
- Should high performance standards be the same in all countries? [De Waal et al. 2004].
- Can virtual work increase team performance?
- Why don't many companies use the Team Performance Diagnostic Tool?
- How can enterprises not using Team Performance Diagnostic tools test the performance of teams?
- Can the public sector be a high-performance sector? [Arnaboldi et al. 2015].
- Is the size of the company important in building high performance?
- Are family companies exhibit higher performance than other companies?
- Do the leaders of high-performance teams have characteristic behavioural features? Is it possible to create a map of preferred behaviours of the leader of a high-performance team, which could provide a benchmark to recruit the leaders with those desired features using PRISM tools? [De Waal 2003].
- How can the team's level of stress and frustration affect its performance?

These and many other questions can be answered using the PRISM tool. Team Performance Diagnostic is one of many tools that are designed to increase business performance. Diagnosis created with the PRISM Team Performance Diagnostic is a ready signpost for the team. It identifies specific areas the team can work on all together.

CONCLUSIONS

In the scientific literature related to the issues of management, team performance is assessed relatively rarely. This article has therefore presented a means to measuring team performance using the PRISM Team Performance Diagnostic and indicated a possible application on the example of a small Polish IT company. The tool's advantages and disadvantages indicate the ease of use, fast access to data and objective assessment, which is the average of the ratings given by the leader, team members and external stakeholders.

The PRISM Team Performance Diagnostic tool quickly and efficiently analyses the performance of the team and indicates its strong and weak areas. The tool gives specific guidance, thanks to which the leader and the team can achieve high efficiency, and thus increase business results. The example presented shows a team with a very low capacity, lacking confidence, morale, team spirit, and good communication. The team understands the needs of the market and customers, but it is not sufficient to achieve strong business results, because within the team there is no unity, respect or understanding. Employees adhere to different values, and their expectations are different from the expectations of a leader. Perhaps the team leader has insufficient knowledge about their employees, who are focused more on sales results than a good, pleasant atmosphere, which motivates people to work and encourages the search for solutions. Unfortunately, too few companies in Poland have understood the essence of building a high-performance team. Many companies find it crucial to implement a high-ranking goal, for the implementation of which the companies are constantly looking for the right people.

The work of a high-performance team can be easily compared to the work of hospital staff during surgery, crisis management team, and a team of soldiers performing military operations in the battlefield. There is no place for a lack of specific goals, poor communication, and lack of mutual trust. Note that PRISM Team Performance is a diagnostic tool and does not transform a weak team into a military operations center. The level of communication, coordination, skills, and confidence must be raised by means of appropriate training, team training, simulation and stimulating activities.

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Summary. The aim of this article is to present the use of PRISM Team Performance Diagnostic to diagnose the team performance of the employees of an IT company. The article presents the different stages of team performance diagnosis with results and identifies possible solutions to the problem of poor performance of the team and the precise actions which should be taken by the leader. The teams managed with traditional methods never obtain high performance. The implementation of enterprise performance management tools using the PRISM Team Performance Diagnostic allows an organisation to build a high-performance team and achieve better business results. In companies using this tool, the

involvement of employees, the company's revenues, customer satisfaction and the level of customer retention can be increased from 1 up to 20%.

Key words: team performance, PRISM Team Performance Diagnostic, high performance, performance management, team development

JEL: M12, J24, L25

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