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# 20/20 Insight Special Report

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ABC Team Survey  
August 18, 2008

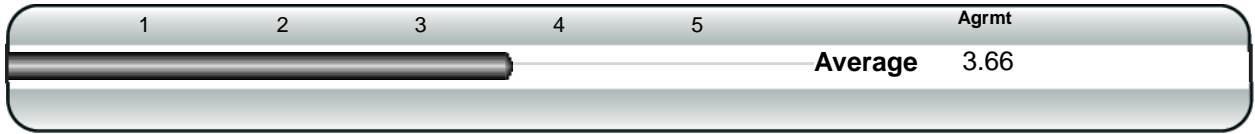
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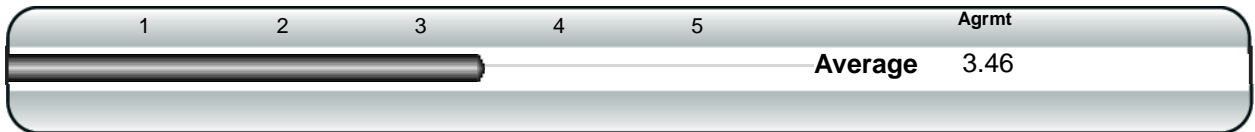
# ABC Team Survey August 2008

## Category Summary

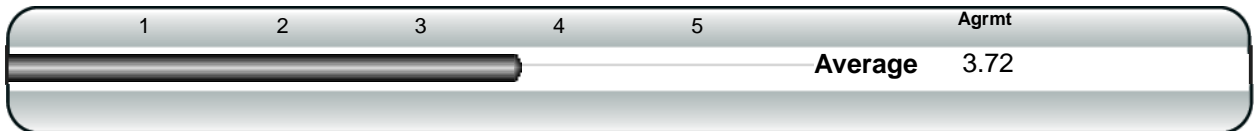
### Trust



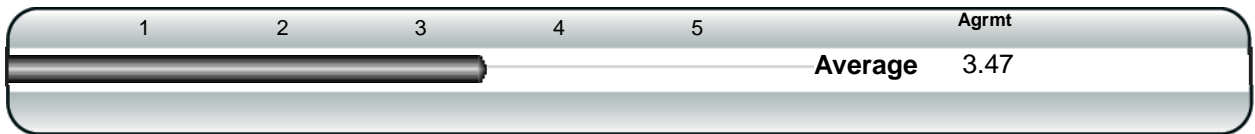
### Conflict



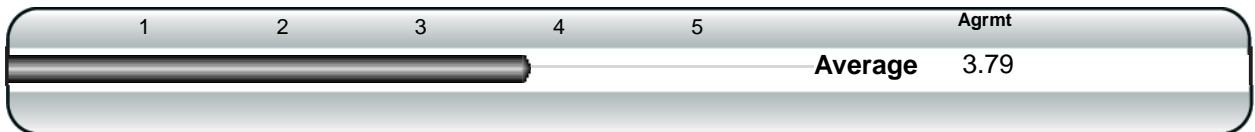
### Commitment



### Accountability



### Results

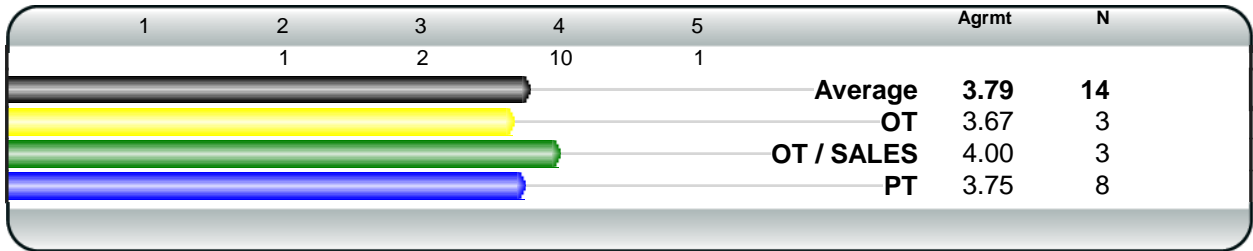


# ABC Team Survey August 2008

## Item Ratings - Relationships/Comments

### Trust

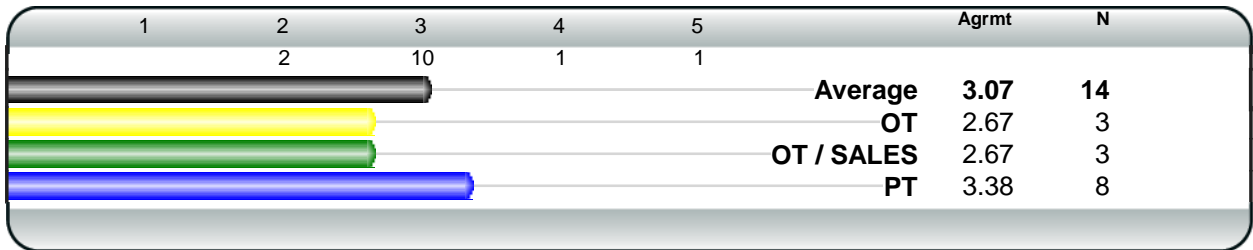
#### 1. Team members admit their mistakes.



#### Additional comments: -

- *I believe some team members have a hard time admitting their mistakes. I believe individuals have too many excuses and do not want to admit their mistakes. It is easier to point a finger than it is to accept responsibility.*
- *We have got to be honest with each other*
- *we have shown great improvement in this area,*

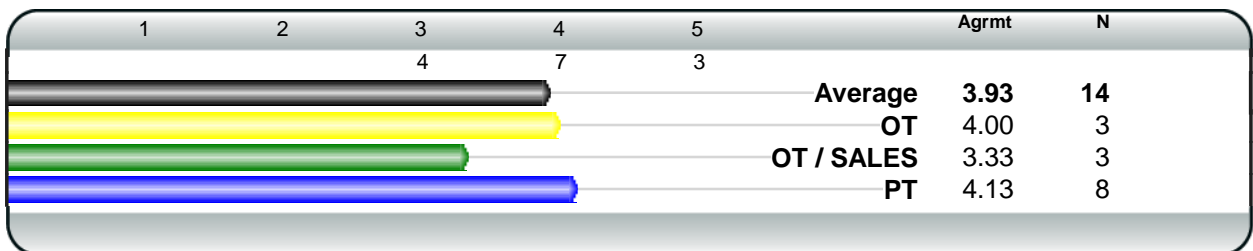
#### 2. Team members acknowledge their weaknesses to one another.



#### Additional comments: -

- *I have not experienced team members acknowledging their weaknesses to one another. I believe Pride gets in the way.*

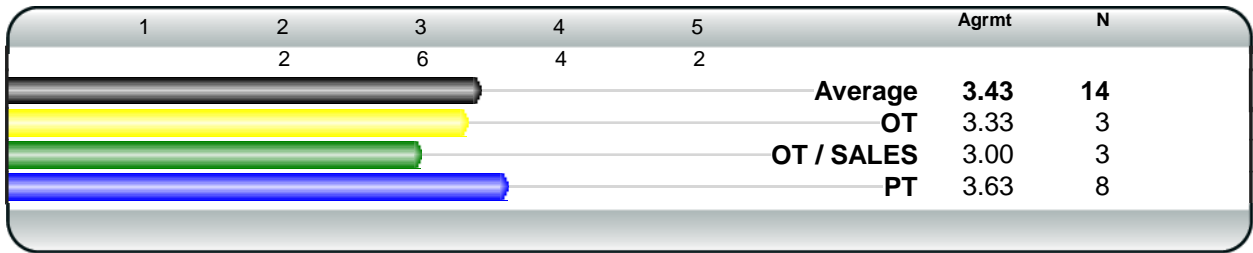
#### 3. Team members ask for help without hesitation.



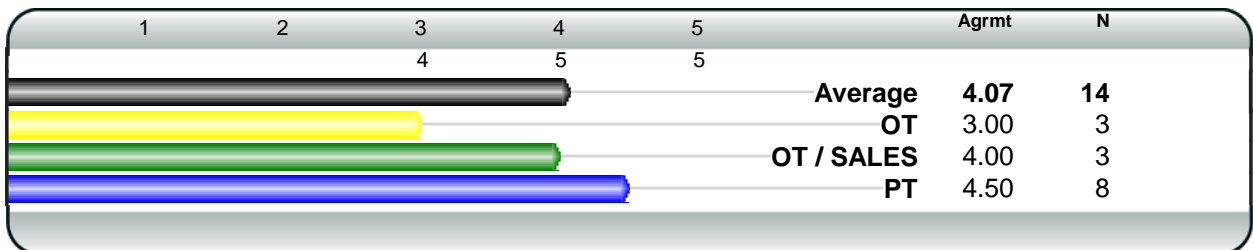
# ABC Team Survey August 2008

## Item Ratings - Relationships/Comments

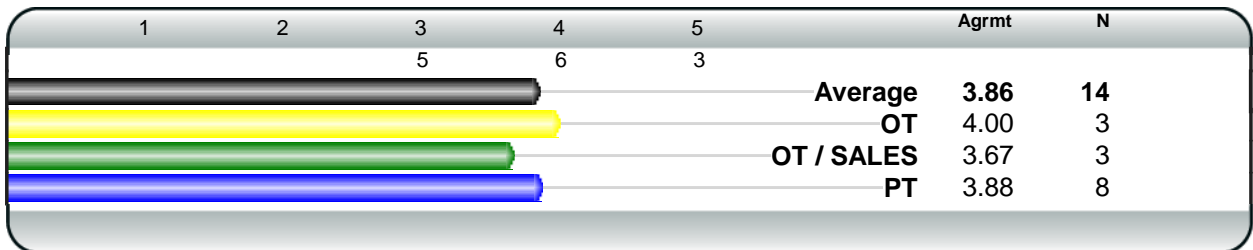
### 4. Team members ask one another for input regarding their areas of responsibility.



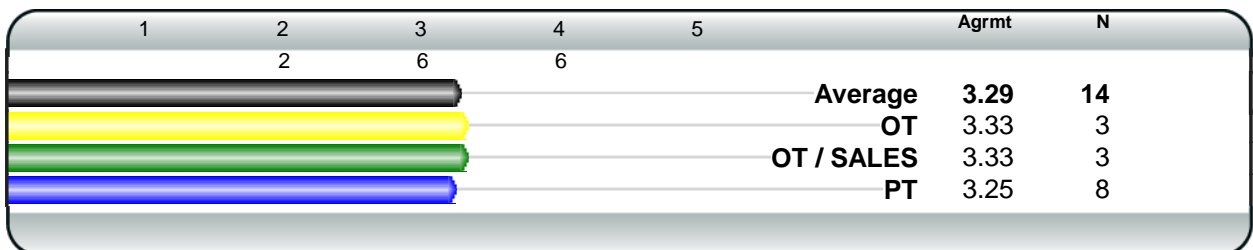
### 5. Team members acknowledge and tap into one another's skills and expertise.



### 6. Team members willingly apologize to one another.



### 7. Team members are unguarded and genuine with one another.



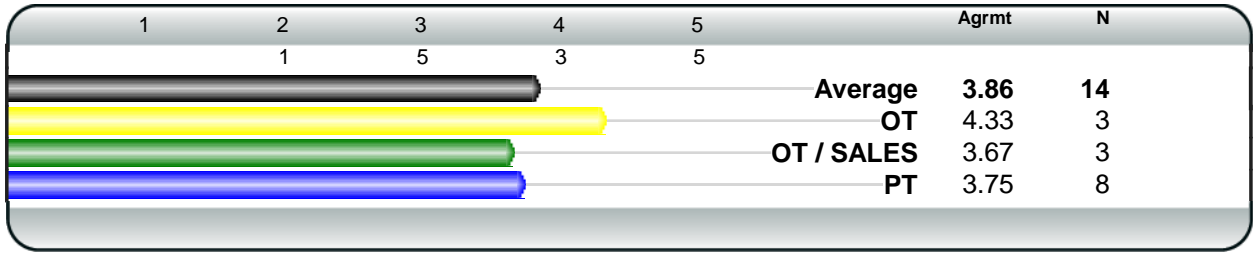
#### Additional comments: -

- Have to be very careful with one team member, they are very insecure and feel threatened by anything new, or if someone does the job better than they did.
- Still unsure we get the honest feedback, again, due to potential backlash.

# ABC Team Survey August 2008

## Item Ratings - Relationships/Comments

8. Team members can comfortably discuss their personal lives with one another.



**Additional comments: -**

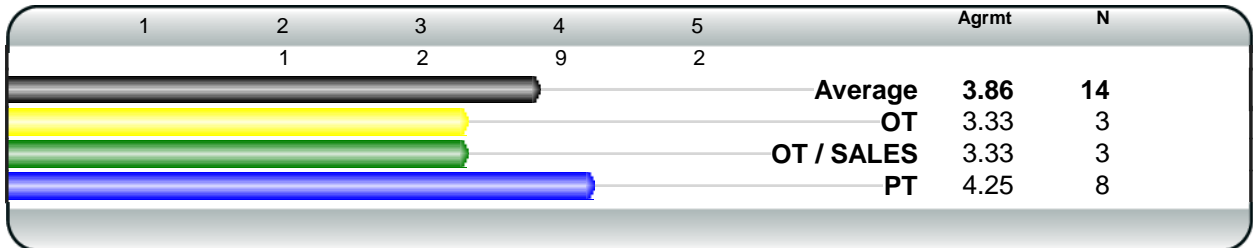
- *Very open and honest with each other. We're a family.*

# ABC Team Survey August 2008

## Item Ratings - Relationships/Comments

### Conflict

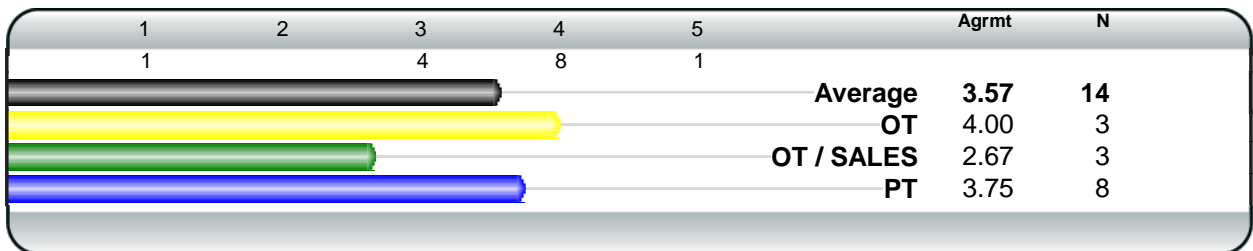
#### 9. Team members are passionate and unguarded in their discussion of issues.



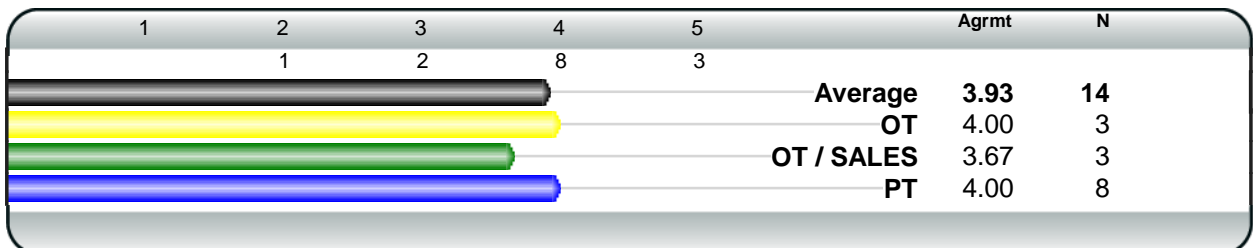
#### Additional comments: -

- *I believe team members are unguarded in their discussion of issues when it comes to subcontractors or vendors. When it comes to discussing other employees or the company, I believe they hide their true feelings.*

#### 10. Team meetings are interesting and compelling (not boring).



#### 11. During team meetings, the most important - and difficult - issues are discussed.



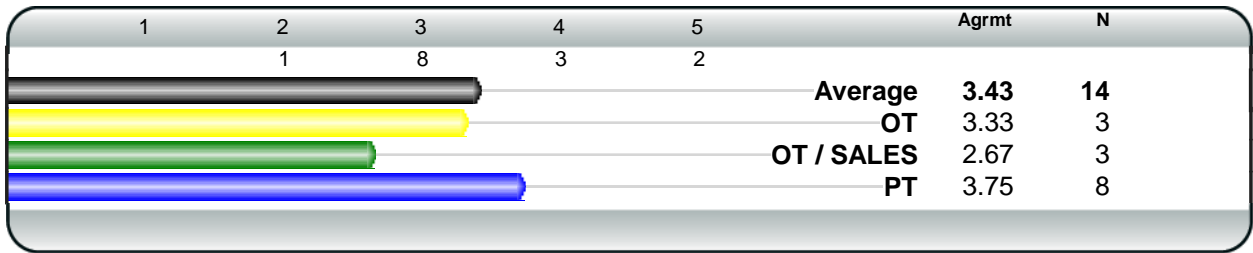
#### Additional comments: -

- *Having an agenda to allow everyone to contribute and share information that they bring to the table is helpful for the meeting to truly bring all important issues up for discussion ... and not have it simply be a 'dump' of info.*
- *there are times when issues are discussed to much. Making a point more than a couple of times has actually derailed the discussion or caused members to check out mentally.*
- *We have got to address the most important issues. Sales*

# ABC Team Survey August 2008

## Item Ratings - Relationships/Comments

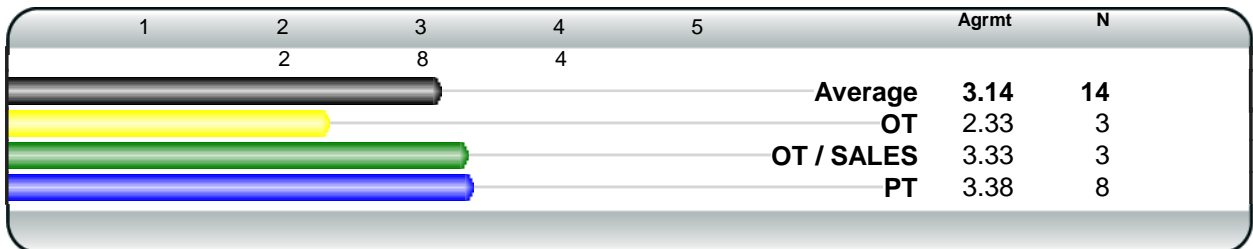
### 12. Team members voice their opinions even at the risk of causing disagreement.



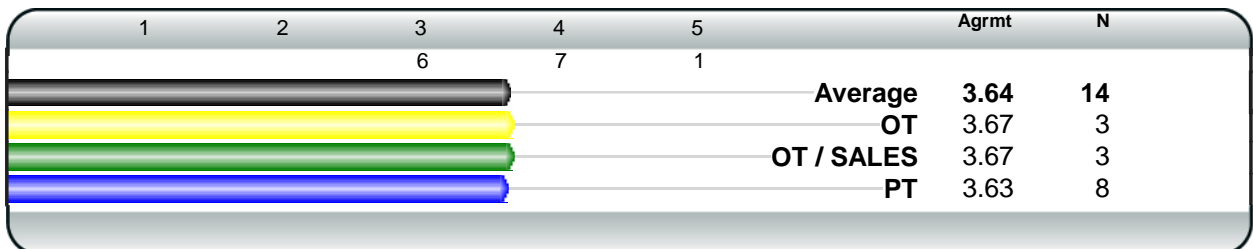
#### Additional comments: -

- *I believe the team tries to avoid conflict.*
- *I think we can have more honesty here, but still suffer from the backlash from some.*

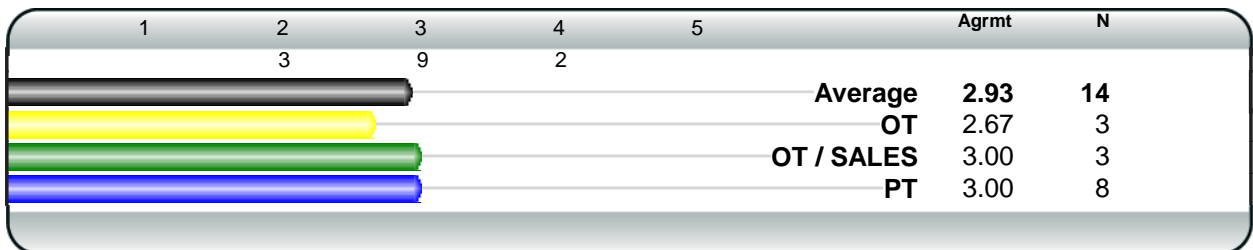
### 13. During discussions, team members challenge one another about how they arrived at their conclusions and opinions.



### 14. Team members solicit one another's opinions during meetings.



### 15. Team members communicate unpopular opinions to the group.



#### Additional comments: -

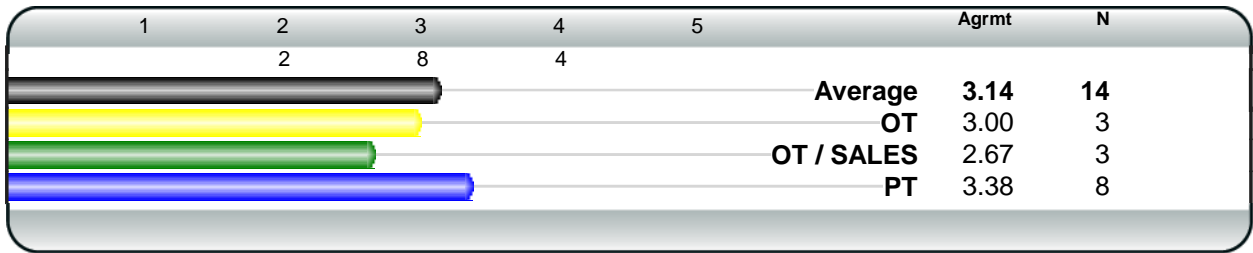
- *A few are always open to doing so... but others are less likely unless given opportunity and encouragement.*



# ABC Team Survey August 2008

## Item Ratings - Relationships/Comments

16. When conflict occurs, the team confronts and deals with the issue before moving onto another subject.



**Additional comments: -**

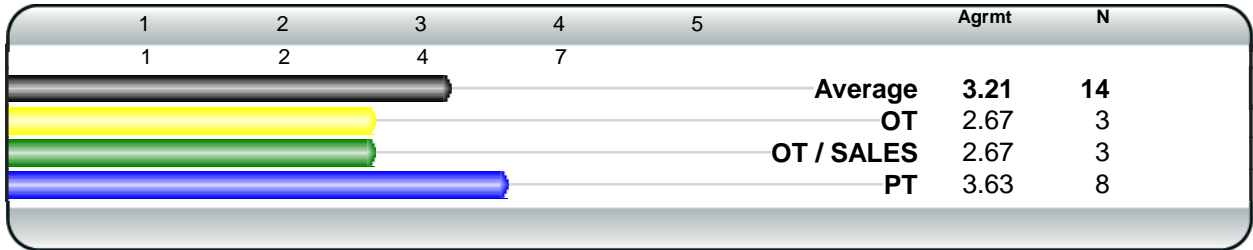
- *Problems need to be delt with and not hushed up so that there is no conflict.*
- *When conflict occurs, the team confronts and deals with the issue. Unfortunately it is usually too late and we end up trying to put out a fire, instead of trying to prevent the fire.*

# ABC Team Survey August 2008

## Item Ratings - Relationships/Comments

### Commitment

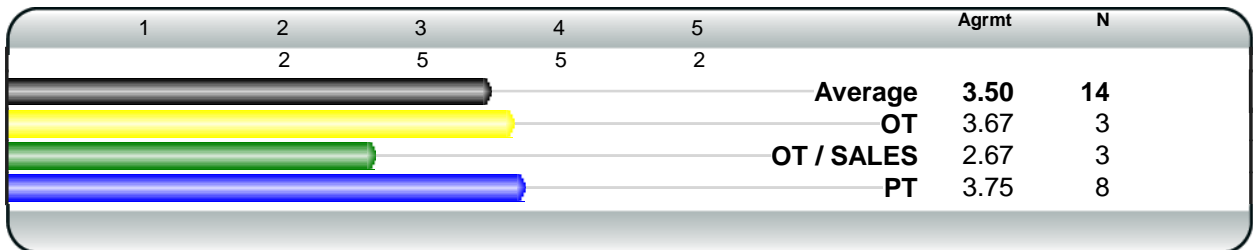
17. Team members leave meetings confident that everyone is committed to the decisions that were agreed upon.



**Additional comments: -**

- *Not sure the difficult issues are honestly heard and agreed upon.*

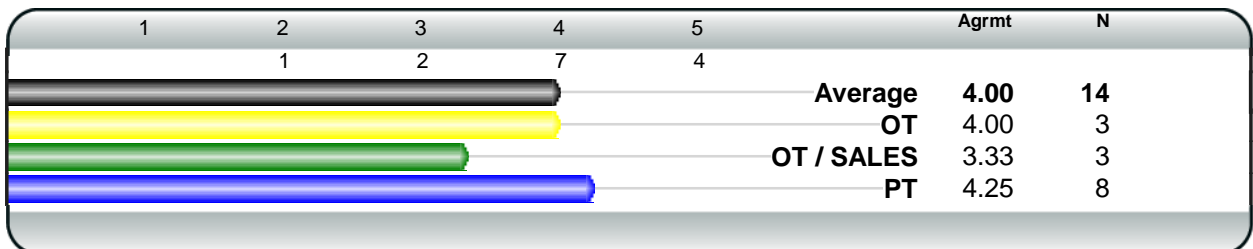
18. Team members end discussions with clear and specific resolutions and calls to action.



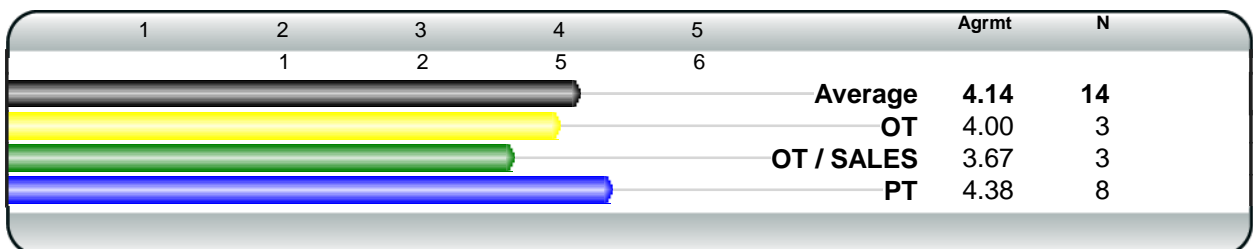
**Additional comments: -**

- *There still seems to me some unclear direction with who, what and by when. The term "we" is used too often when a task is mentioned, rather than YOU or I.*
- *This action needs to improve.*

19. The team is clear about its directions and priorities.



20. The team is aligned around common objectives.



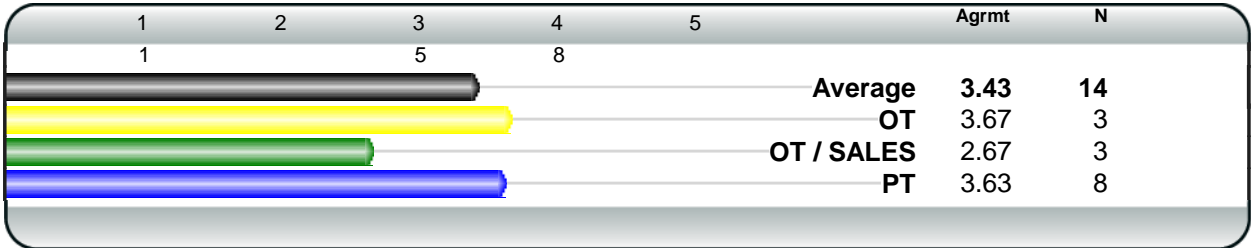
# ABC Team Survey August 2008

## Item Ratings - Relationships/Comments

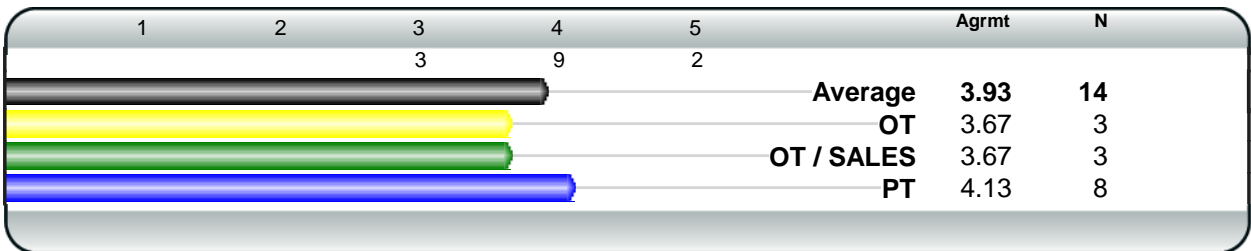
**Additional comments: -**

- *I believe every employee wants to see the business succeed.*

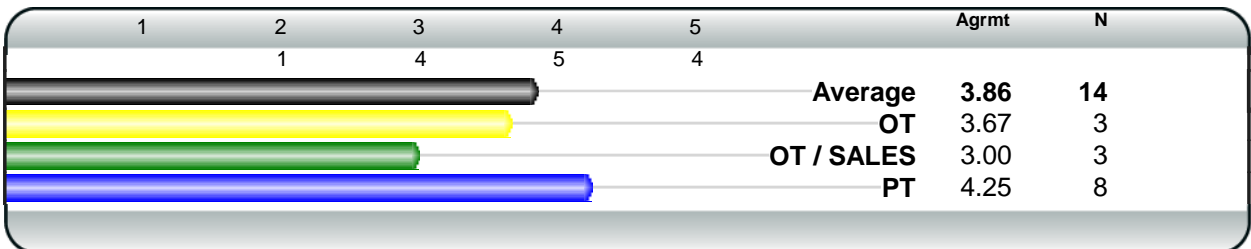
**21. The team is decisive, even when perfect information is not available.**



**22. The team sticks to decisions.**



**23. Team members support group decisions even if they initially disagree.**

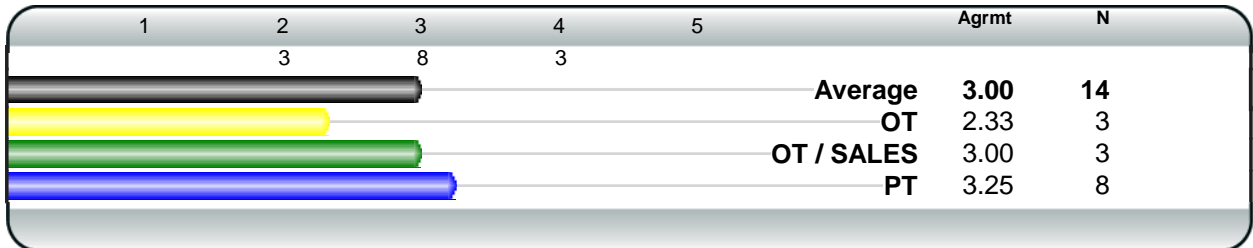


# ABC Team Survey August 2008

## Item Ratings - Relationships/Comments

### Accountability

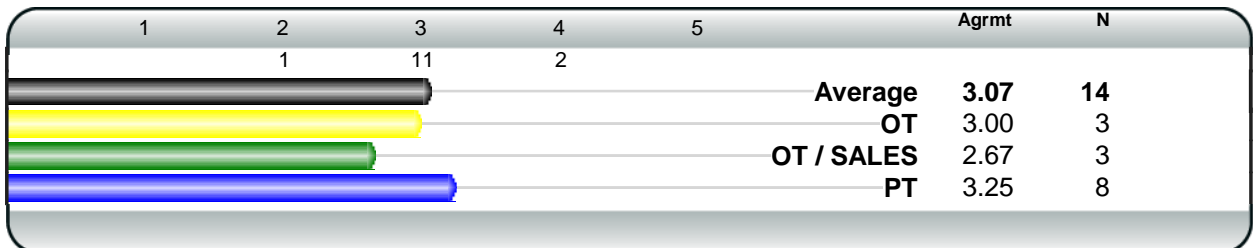
24. Team members point out one another's unproductive behaviors.



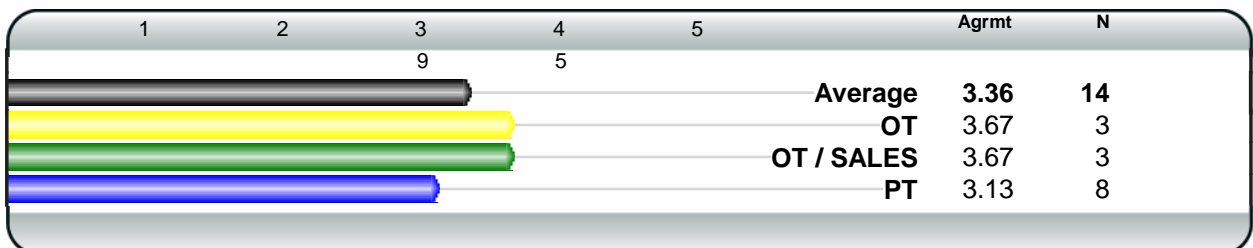
Additional comments: -

- More behind peoples back

25. Team members are quick to confront peers about problems in their respective areas of responsibility.



26. Team members question one another about their current approaches and methods.



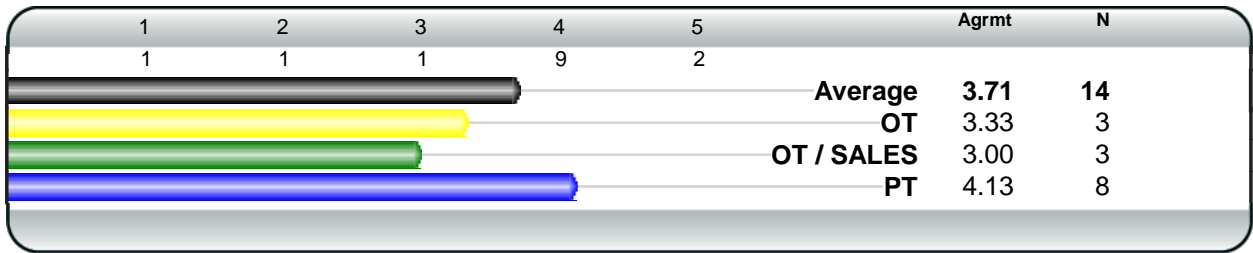
Additional comments: -

- Certain individuals usually have the 'better way' to accomplish almost any task ... but we would be benefited as a team to investigate the motivation to and reason for establishing current approaches and methods before judging their effectiveness and revising them.
- In this field everyone has learned different ways of doing things so it is more of asking why, not criticizing there work.
- It does happen but some are threatened by questions

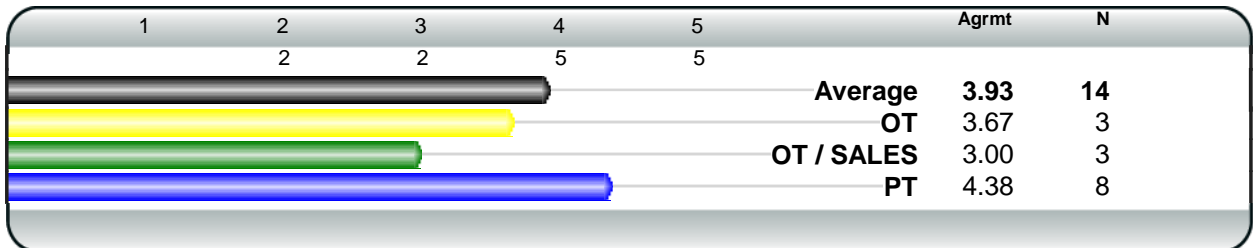
# ABC Team Survey August 2008

## Item Ratings - Relationships/Comments

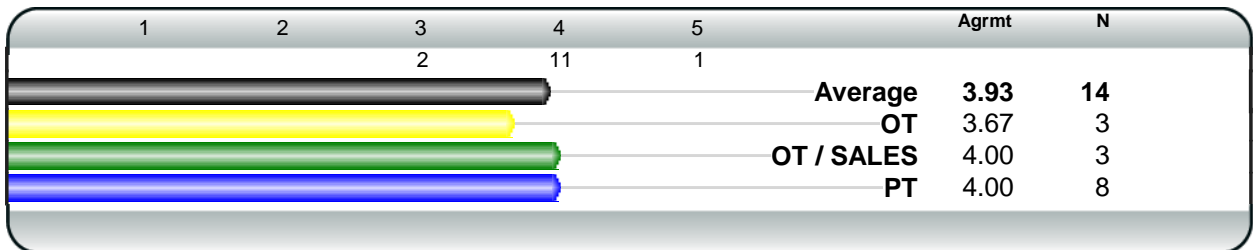
27. The team ensures that poor performers feel pressure and the expectation to improve.



28. All members of the team are held to the same high standards.



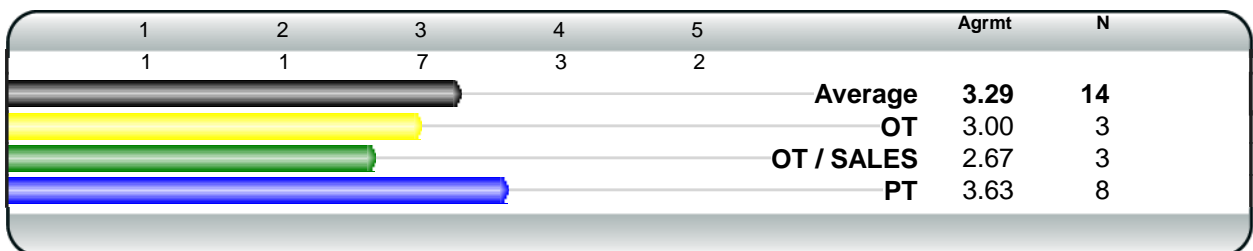
29. Team members consistently follow through on promises and commitments.



**Additional comments: -**

- I believe every team member has the best intentions, but we get so busy with everyday tasks, that sometimes we forget to follow through on promises or commitments we have made to other team members.
- It's hard because sometimes your plans change, but we still need to be in constant communication with each other.
- There can be more commitment by assigning a who, what, when to the tas with a follow up date to review.

30. Team members offer unprovoked, constructive feedback to one another.



**Additional comments: -**

- I don't feel some people can take the feedback as being constructive and not a blow to there ego

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Item Ratings - Relationships/Comments

**Additional comments: - - (cont'd)**

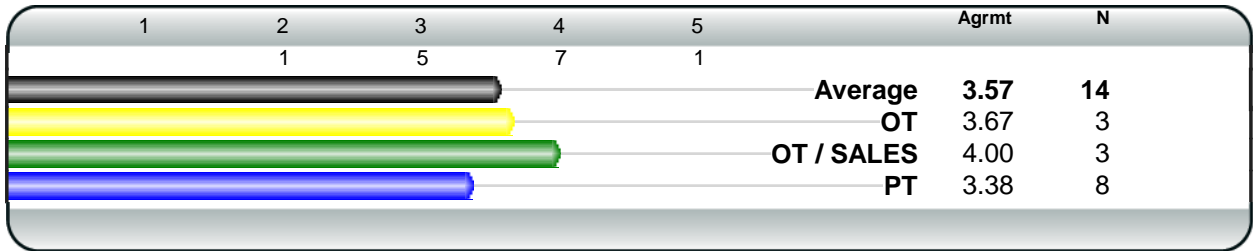
- *Still don't think everyone has the trust and honesty factor at it's highest level.*

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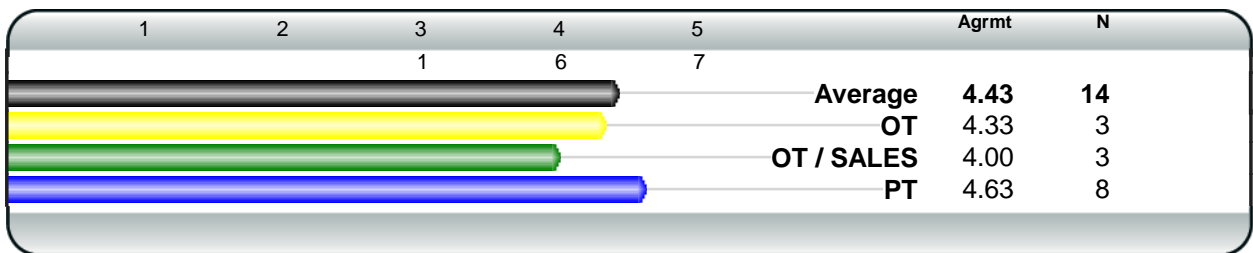
## Item Ratings - Relationships/Comments

### Results

31. Team members are quick to point out contributions and achievements of others.



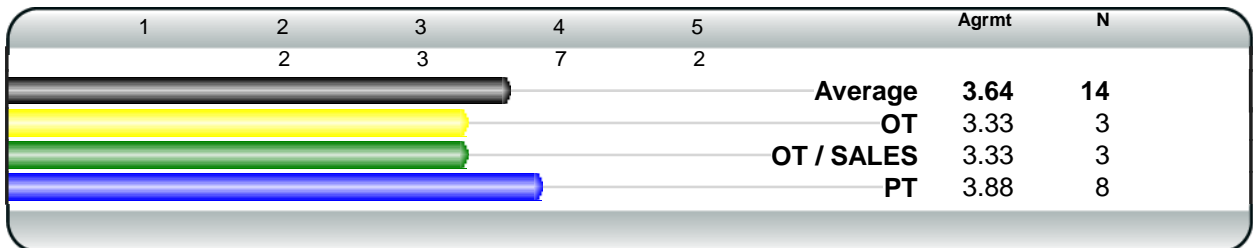
32. The team has a reputation for high performance.



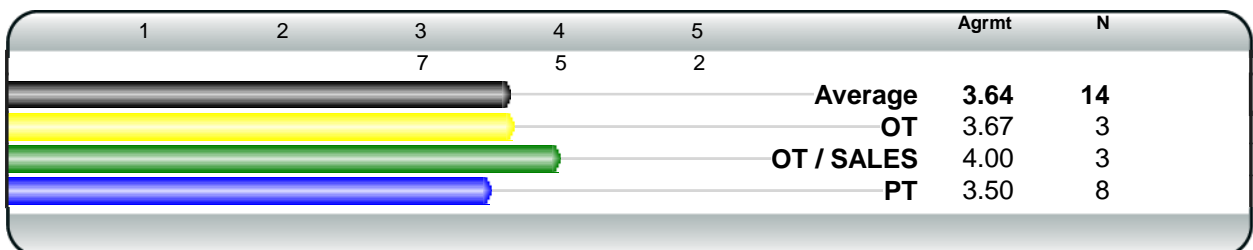
Additional comments: -

- This selection is based only on the construction team, not the office team.

33. When the team fails to achieve collective goals, each member takes personal responsibility to improve the team's performance.



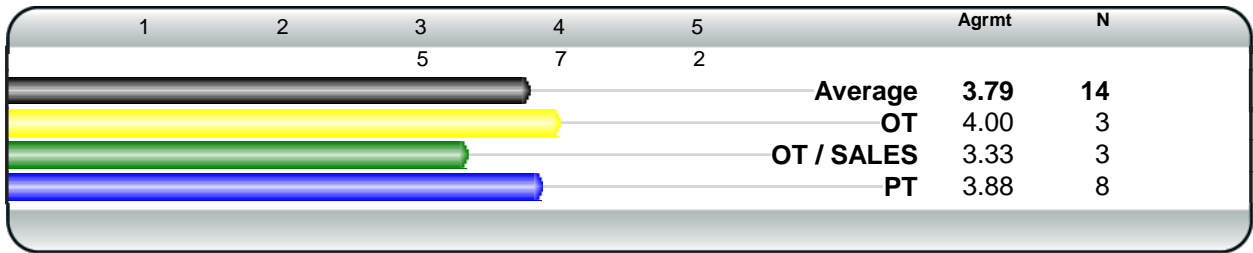
34. Team members willingly make sacrifices in their areas of responsibility.



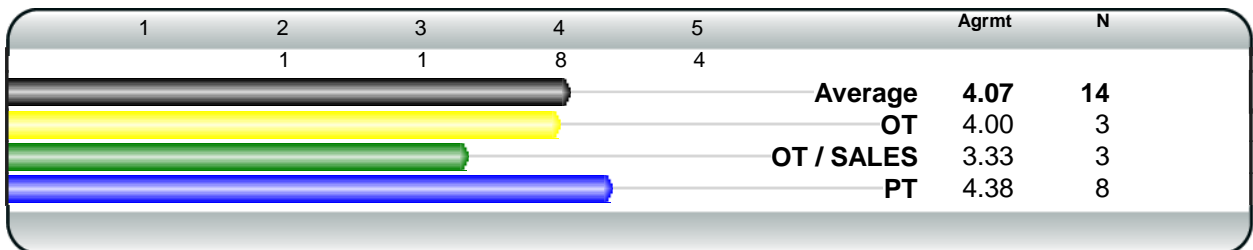
# ABC Team Survey August 2008

## Item Ratings - Relationships/Comments

35. Team members are slow to seek credit for their own contributions.



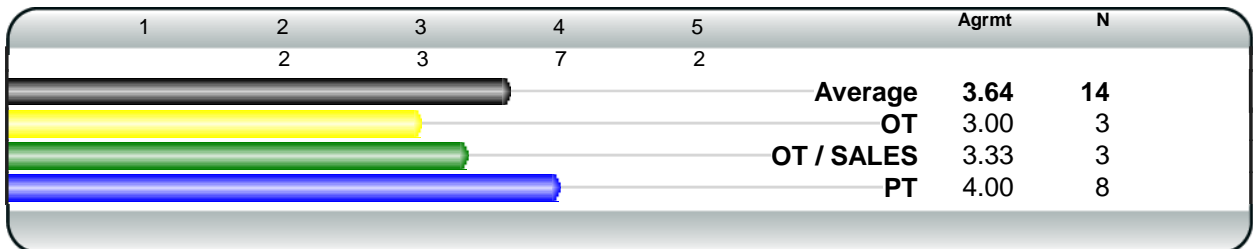
36. The team consistently achieves its objectives.



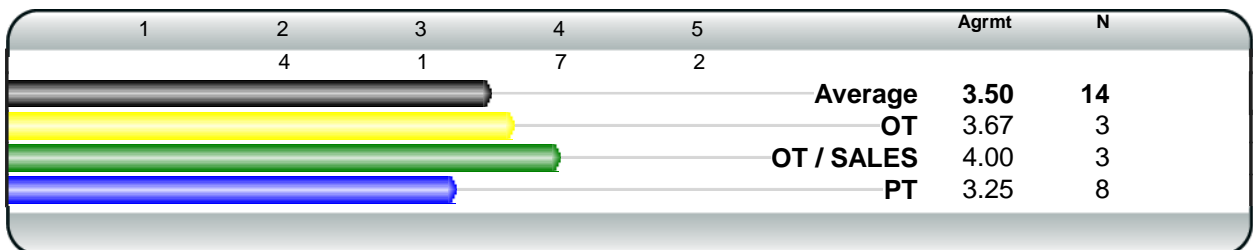
Additional comments: -

- Production does exceptionally well with keeping the projects on schedule and under budget. Kudos!

37. Team members value collective success more than individual achievement.



38. Team members place little importance on titles and status. (A high score on this statement indicates that titles and status are NOT important to team members.)





### 39. What is the team's greatest development need?

- *better communication between sales and production*
- *We need more jobs. We need sales to pick it up. It's hard sometimes, trying to stay motivated when you have no idea if you'll have work to do that day.*
- *breaking old habits established over the years either as a defence against someone else's habitual actions/patterns*
- *Communication, decisiveness from sales to client, and from client to production.*  
*request for information need to be quick and responsive.*
- *create a back log of work.*
- *FLAT OUT:MORE SALES*
- *I believe the team needs to work on communication and trust. Everyone gets so busy with the everyday stuff, that they sometimes forget to communicate to other team members or they assume the other team member knows. I also feel that the team has a hard time always trusting other team members. I do not believe the field person feels comfortable talking to management about their problems or issues that they might have with other team members or of management.*
- *I haven't had enough time to form this opinion.*
- *Learning to trust one another and get over some 'turf' issues formed from insecurities and general lack of knowing each other within the team. Maturing in the understanding of how the 'real world' runs ... seeing the company as a BUSINESS first and a FAMILY second ... internal relationships are great and caring for one another as a family is wonderful - but the MAIN THING is running a business and doing whatever is needed to make the business successful. The willingness to 'Give up' some personal preferences of our roles and functions for the company to be better is important. Recognizing others' strengths and what they bring to the table to help take some responsibility away from our plates doesn't lessen the importance of what we do! (ie: Dale - Estimating, Lisa - production support, etc.)*
- *Managing quality of subcontractors*  
*Better marketing to our target market*  
*Understanding specific responsibilities of each member*  
*Articulating the owner's goals for the business*  
*Making faster decisions regarding the direction of the business*
- *Some of the office staff need to be trained in Business Etiquette. There are several things that have happened that would not be acceptable in the real business world, and have not been addressed appropriately. This allows the person or persons to continue to behave inappropriately. It also caused frustration with the rest of the staff.*
- *The lack of intensity getting new projects through design, and ultimately through the estimating and contract phase. There needs to be more speed throughout the total process. We seem to REACT to our pipeline, rather than DRIVE it. Example: when we have several jobs on the books, there seems to be a little lag in progress with design, estimating and sales. When there is a desperate need for new jobs, the stress of estimating seems to get rapid.*
- *WE NEED MORE WORK TO FURTHER DEVELOPE*
- *We need to have more jobs on our books which will take some of the stress off the people in the field, because we are not only running a job but also doing work on the job as well. By this I mean that we would be able to be more of a project manager if we had more jobs on our books and we can start to move away from having to do so much hands on work.*

### 40. What is the team's greatest strength?

# ABC Team Survey August 2008

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## Summary Questions

- *We discuss things. Good Communication at times. We all love the company and want it to do well - no matter what We're all dedicated and loyal.*
- *the ability to pull together and work as a team when you make a mistake you can admit it and move on*
- *Being able to work together and come to decisions that ensure our customers end up with the best product possible.*
- *David*
- *desire to achieve short term and long term goals together*
- *I believe the team's greatest strength is that we all share the same goal. We strive for the success of the company and the satisfaction of the clients.*
- *Personal 'drive' of each team member to do their work to the best of their ability ... pushing towards the goal of making the company the best it can be!*
- *solve problems in a timely manner as a group.*
- *That this company is a blessing to work with during these hard times. That we have each other to get the job done. that there is a very high level of autonomy within management. Most people will cross over to assist in a difficult situation.*
- *The carpenters are the company's greatest asset. They take pride in the work they do, and are very knowledgeable and professional.*
- *The Team.....We all strive to accomplish the same goal. See that every job makes a profit, cover each other's back and we are always watching the numbers so that the jobs break out at a higher percentage.*
- *The team's greatest strength in my opinion would be our high standard of quality and willingness to do whatever it takes to get the job done. I feel that yet these are two strengths neither one would be effective without the other.*
- *We will always find a way to complete a task together. When given the deadline, there is TOTAL buy-in to complete it and deliver customer satisfaction.*
- *Web site  
Longevity of business  
Customer list  
NARI involvement  
Some Production processes*