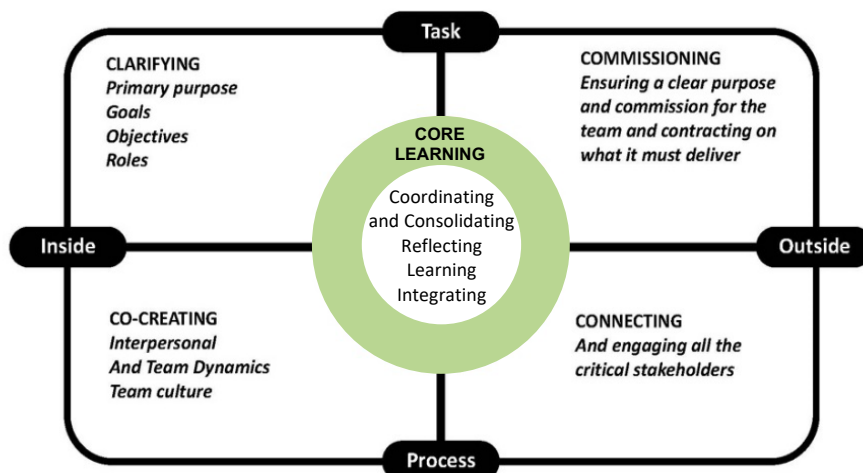# "High Value Add" Team Questionnaire - Results
York Regional Police: Senior Leadership Team, Dec. 2024

Five Domains of Focus

Peter Hawkins and colleagues at Bath Consultancy Group developed **The High Value Add Team Questionnaire** based on research into high-performing teams, influenced by the research of Katzenbach and Smith (1993) and Wageman *et al* (2008)*.*

Team members score each of the 18 elements on a 1 (low) to 5 (high) scale.

> 5 = The team is a role model or exemplar that others could study in this area.
> 4 = The team does this consistently well.
> 3 = The team does this well sporadically but is not consistent.
> 2 = The team rarely does this but recognizes its importance.
> 1 = The team neither does this well nor focuses on it.

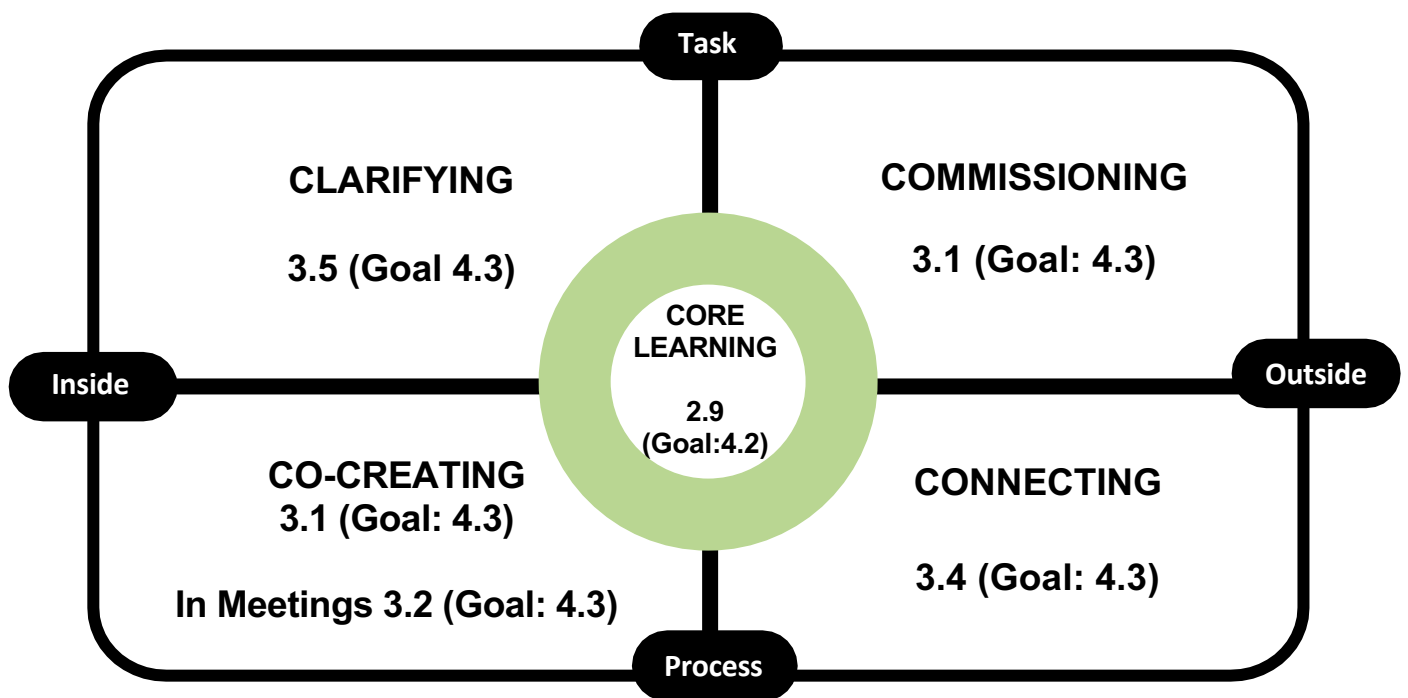| Domain	Indicator	Where are we now?	Where do we need to be?
COMMISSIONING		Average Rating	Average Rating
Clear	1. The team has a clear commission and mandate from the wider organisation and those it reports to.	**3.1** (2-4)*	**4.3** (4-5)
Collective Performance	2. Achieving team goals is recognised and rewarded above achieving individual goals.	**3** (1-5)	**4.2** (3-5)
Selection	3. The team has been selected to have a good range of the necessary complementary skills.	**3.3** (1-5)	**4.3** (4-5)

* (lowest response-highest response)

"High Value Add" Team Questionnaire
York Regional Police, December 2024

Domain	Indicator	Where are we now?	Where do we need to be?
CLARIFYING		**Average rating**	**Average Rating**
Purpose	4. All team members can clearly articulate and own the overall purpose.	**3.6** (2-5)	**4.2** (3-5)
Goals	5. The team is working towards agreed goals in an effective manner.	**3.3** (2-4)	**4.2** (3-5)
Action	6. The team commits to clear actions with accountability and follow through.	**3.7** (2-5)	**4.5** (4-5)
CO-CREATING		**Average rating**	**Average Rating**
Co-creating	7. Clear and shared ways of working.	**2.7** (1-4)	**4.0** (1-5)
	8. Team members are mutually accountable not just for their own areas but for collective goals.	**2.9** (1-4)	**4.3** (4-5)
	9. The team a high level of morale and commitment.	**3.7** (2-5)	**4.5** (4-5)
In Meetings	10. Everybody is fully engaged and involved, the team makes good use of its diversity.	**3.4** (2-4)	**4.4** (4-5)
	11. The outcomes are better than any individual could have arrived at by themselves.	**3.7** (2-4)	**4.5** (4-5)
	12. Team members leave the meetings feeling more focussed, supported and energised.	**2.4** (1-4)	**4.1** (4-5)
CONNECTING		**Average rating**	**Average Rating**
With Staff	13. The team members can engage staff at all levels as transformational leaders of the whole organisation.	**3.5** (3-4)	**4.4** (4-5)
With Stakeholders	14. The team relates well to all its key stakeholders and team members represent the whole team.	**3.3** (2-4)	**4.2** (4-5)
With the Changing Environment	15. The team scans its stakeholder environment and constantly attends to changing needs and perceptions.	**3.4** (1-4)	**4.3** (4-5)

* (lowest response-highest response)

"High Value Add" Team Questionnaire
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Domain	Indicator	Where are we now?	Where do we need to be?
CORE LEARNING		**Average rating**	**Average Rating**
Core Learning	16. The team regularly and effectively attends to its own development.	**2.9** (2-4)	**4.3** (4-5)
	17. The team attends to developing each of its members.	**3.1** (1-4)	**4.3** (4-5)
	18. All team members give good real-time feedback and provide support and challenge to each other.	**2.7** (1-4)	**4.2** (3-5)

Task

CLARIFYING

3.5 (Goal 4.3)

COMMISSIONING

3.1 (Goal: 4.3)

CORE LEARNING

2.9 (Goal:4.2)

Inside

Outside

CO-CREATING
3.1 (Goal: 4.3)

In Meetings 3.2 (Goal: 4.3)

CONNECTING

3.4 (Goal: 4.3)

Process

* (lowest response-highest response)