

## THE TDS: EVIDENCE AND BENEFITS

The Team Diagnostic Survey is the most rigorously tested and validated instrument for assessing the drivers of team effectiveness for any kind of team. Based on 50 years of scholarly research on teams, primarily on the work of Harvard professors Richard Hackman, Ruth Wageman, and their colleagues, the TDS provides an assessment of how well any kind of team is structured, supported, and led, as well as many vital indicators of the quality of the team's work processes. Drawing on online survey responses from team members and leaders, the TDS produces a report that describes the state of the Six Conditions that drive team effectiveness—both strengths in the team's design and weaknesses that need to be addressed. Intervening to redesign and enhance the Six Conditions for a team will elevate the team's fundamental processes and their performance.

### **Evidence.**

Assessments to help teams perform better must focus on the major factors that are known to drive team performance, that can be influenced by team leaders and members, and that are relevant across a whole range of team types and settings. The TDS was created to measure the fundamentals of great team design. Tested on thousands of teams, from the C-Suite to the shop floor, the psychometric properties of the TDS are excellent: the items that measure the Six Conditions, Team Processes and Effectiveness all work to measure what they are intended to measure; they are useful and relevant across countless kinds of teams and contexts, and research has shown that they predict actual team performance. In fact, teams that have the Six Conditions in good shape have been shown to be up to 80% more likely to perform well than teams that are missing some key Conditions. Because of its rigor, the TDS continues to be used in countless research programs on teams around the world.

### **Benefits.**

#### *Clarity.*

The TDS acknowledges that teams are complex social systems that evolve in their own idiosyncratic ways as a consequence of how they are designed in the first place. The TDS provides a snapshot of a team's design based on leaders' and members' own observations of that team. It offers a shared picture of how things are. In simple graphic and numerical summaries, it allows a team to look together at what's helping them and getting in the way. By allowing teams to see their big design challenges, it helps teams set clear priorities for what to change.

#### *Actionability.*

Because the TDS focuses on six designable features of teams, the action implications of the survey results are clear, and they are focused on things that will actually make a difference. Team members and/or leaders can take specific actions to improve the 3 Essential and 3 Enabling Conditions. Unlike instruments that focus on interpersonal processes, team member relations, trust, conflict, decision making, and other mysterious properties of team dynamics, using the TDS to improve team effectiveness does not require lengthy process coaching to see results.