



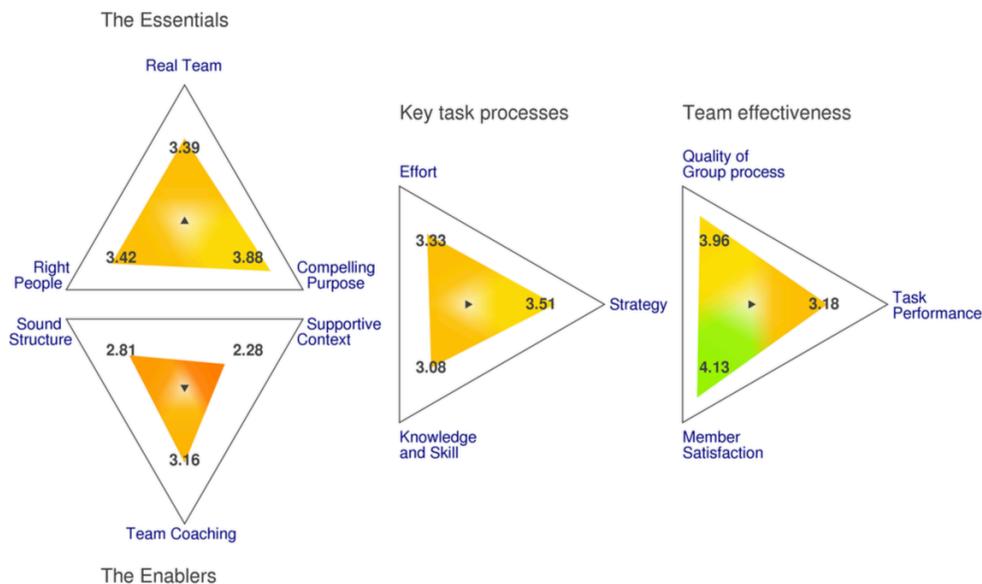
Team Diagnostic Survey

About The Team Diagnostic Survey

The Team Diagnostic Survey (TDS), based on the 6 Conditions framework, is a deeply researched and well-validated team effectiveness assessment. The TDS is a proprietary instrument developed by Harvard scholars and practitioners—Richard Hackman, Ruth Wageman and Erin Lehman. Their research identified 6 conditions that together predict up to 80% of a team’s effectiveness. This instrument and its underlying framework enables teams, team leaders and team facilitators to effectively design, launch and coach great teams.

The TDS 6 Conditions Framework

The TDS Framework identifies 6 Conditions (3 Essential – Real Team, Compelling Purpose, and Right People and 3 Enabling – Sound Structure, Supportive Context, Team Coaching) that dramatically increase the chances of a team becoming high performing. The model also identifies 3 Key Task Processes (Effort, Strategy, Knowledge & Skill) through which the 6 Conditions influence 3 Team Effectiveness Outcomes (Task Performance, Quality of Group Process and Member Satisfaction).



Underlying Research

The Team Diagnostic Survey was created by leading teams scholars at Harvard University based on a decades-long research program focused on identifying the handful of conditions that give rise to great teams. The model was developed based on thousands of teams around the world in a wide range of industries, sectors, and team types. The research underlying the instrument has been published in many peer-reviewed journal articles and books, and continues to be researched by scholars around the world today. Selected publications include:

- Hackman, J.R. (2011). *Collaborative intelligence: Using teams to solve hard problems*. Berrett-Koehler Publishers.
- Wageman, R., Nunes, D.A., Buruss, J.A. & Hackman, J.R. (2008). *Senior leadership teams: What it takes to make them great*. Harvard Business Review Press.
- Wageman, R., Hackman, J.R., & Lehman, E. (2005). The Team Diagnostic Survey: Development of an instrument. *Journal of Applied Behavioral Science*, 41, 373-398.
- Wageman, R. & Hackman, J.R. (2005). A theory of team coaching. *Academy of Management Review*, 30, 269-287.
- Hackman, J.R. (2002). *Leading teams: Setting the stage for great performances*. Boston: Harvard Business Review Press.

Highlights of a few key studies using the TDS:

- In a study of 120 top leadership teams Wageman et. al, (2008) found that the TDS 6 conditions predicted more than 50% of team effectiveness. It was found that only 24% of leadership teams were high performing, but those that were had distinctively better designs on all 6 conditions.
- In a study of 64 intelligence analysis teams, Hackman & O'Conner (2004) found that the TDS explained 74% of the variance in team effectiveness outcomes. Intelligence teams with better designs on the 6 conditions delivered superb analysis, grew in capability over time and fostered the development of members' abilities.
- A randomized field experiment on the effects of a TDS feedback intervention on team effectiveness (Eisele, 2013) found significant differences between treatment & non-treatment groups.
- The TDS framework has informed a wide range of additional studies on teams: Change leadership teams (Higgins et. al, 2011), healthcare teams (Edmondson, 1999), engineering and design teams (Kim & McNair, 2010), knowledge-work teams (Haas, 2010), and more.
- It has been translated and independently validated by scholars in Swedish, Polish, French, Chinese, Swahili, German and several other languages.

Key Facts About the TDS

- ✓ Developed by leading scholar-practitioners on teams at Harvard University.
- ✓ Psychometrically sound and peer-reviewed, validated using data collected on more than 1000+ teams in diverse settings globally.
- ✓ Measures the 6 conditions that collectively predict up to 80% of a team's effectiveness
- ✓ Guides the designing, launching & coaching of teams (60-30-10 rule)
- ✓ Commercially released in 2017
- ✓ Used by top teams in Fortune 500 companies, & public and non-profit orgs.
- ✓ Used by leadership teams, startup teams, agile teams, flight crews, surgical teams, project teams, sales teams, operations teams, finance teams, professional services teams and more.
- ✓ Produces a 27-page report including detailed feedback on the 6 conditions, 3 key task processes and 3 team effectiveness outcomes as well as supplementary qualitative and quantitative feedback.
- ✓ Available for use by teams, team leaders, team facilitators / consultants/ coaches, internal learning and development professionals as well as for enterprises.
- ✓ Distributed through a global network of certified TDS practitioners.

Start Leveraging the Team Diagnostic Survey & 6 Conditions Framework Today!

For more information including: sample reports, articles, blog posts, podcasts, webinars, certification workshops, upcoming TDS events, or to be contacted by a certified Team Diagnostic Survey practitioner go to:
www.TeamDiagnosticSurvey.com

