EXTRAORDINARY TEAMS

INVENTORY

2.0

1. What is the definition of an Extraordinary Team?

Extraordinary Teams achieve Outstanding Results while providing opportunities for Personal Transformation.

2. What is the ETI 2.0? How does it benefit teams and team members?

The ETI 2.0 is a statistically valid and reliable online team assessment tool. It allows team members to assess their teamwork in relation to ten Practices of Extraordinary Teams—elements that, when combined, create an extraordinary team experience. These components have been identified through ongoing field work and subsequent testing since 2009. When team members debrief their ETI 2.0 results, they have the opportunity to achieve the following:

- Gain new understanding and insights about the power of teamwork.
- More deeply understand their own team dynamics.
- Decide whether or not to take action to increase their team's capacity.
- Plan the actions that will help them to do so.

3. What does the ETI 2.0 measure? How is it scored?

The ETI measures ten Practices of Extraordinary Teams:

Outstanding Results	**Great Meetings**
Personal Transformation	**Genuine Curiosity**
Compelling Purpose	**Strong Relationships**
Embracing Difference	**Adaptive Structure**
Full Engagement	**Shared Leadership**

These ten Practices create a profile of an exceptional group. Each team that takes the ETI 2.0 will be compared to a research norm base to determine if they are **Ordinary**, **Solid**, or **Extraordinary** on each of the ten Practices and in an overall score that includes all ten.

The scores and ratings are automatically calculated after all team members have completed the online assessment. The report only shows average team ratings, so individual team member input is anonymous. For more information about the assessment's design, download the ETI 2.0 Development and Validation PDF document from the Team Leader Support Materials.

4. How many questions are there? How long does it take to complete?

There are 60 questions in the ETI 2.0 plus two demographic questions that are not scored. All questions are multiple choice. Most people complete the online assessment in about 20 minutes.

5. What is unique about this material and assessment?

Many team assessments and development programs focus on high performance related to outcomes. Great results are part of the Extraordinary Teams research and are measured by the ETI. Research has revealed, however, that for a team to be truly extraordinary, an often-overlooked dimension is essential: personal transformation due to the quality of the team experience. Members of Extraordinary Teams report being positively changed by the team experience, with increases in knowledge, skills, confidence, and sense of community. They report that as their teams produced great results, they became more energized, hopeful, and connected.

The ETI 2.0 uniquely provides data related to both the tangible outcomes and intangible personal development aspects of team participation. The ten Practices of Extraordinary Teams go straight to the heart of what creates an amazing team. When they explore these ten Practices, team members talk about what really matters in their work together, and this opens up new possibilities for increased performance.

Additionally, while some team assessment tools employ a deficit-based gap analysis, the ETI is grounded in an appreciative inquiry approach. The premise is that teams have the ability to become extraordinary. All language and suggestions in the ETI materials frame positive possibilities for individual team members and the team as a whole.

6. What products and services are available for the ETI 2.0?

The ETI is the centerpiece of a collection of products and services designed to help teams take their effectiveness and experience to a higher level. These are described in detail below. If you would like additional information on any one of these products or services, please visit **HRDQ.com/contact** to speak with one of our Product Support Specialists.

ETI 2.0 Online Team Assessment & Team Report

The ETI 2.0 Online Team Assessment is administered to each team member as pre-work to the Team Debrief Meeting through the HRDQ Assessment Center. It consists of 60 questions measuring ten Practices that contribute to extraordinary teaming. After each team member submits results to the ETI 2.0, their results are automatically calculated and aggregated into a single, 32-page Team Report. This report is subsequently sent out to the project administrator and/or selected recipient in PDF format on the selected project end date. (Note: We highly recommend that the team leader is chosen as a report recipient so that they can distribute it to their team prior to the Team Debrief Meeting.)

1:1 Virtual Coaching

To help the team leader successfully lead the Team Debrief Meeting, HRDQ offers one-on-one coaching with an experienced consultant from the Extraordinary Teams Partnership. A total of four hours is broken into two sessions: Session 1 focuses on an overview of using the ETI, including its research base, important definitions, how it differs from other team instruments, and the benefits for the team. Session 2 addresses the client's Team Report, the recommended flow for the Team Debrief Meeting, the most important issues to explore, and ways to do so.

ETI 2.0 Team Leader Presentation & Support Materials

The ETI 2.0 Team Leader Presentation is used during the Team Debrief Meeting. The slide notes include instructions and insights to aid the team leader in their ability to guide their team through the report results and actionable next steps for facilitating greater team success.

The ETI 2.0 Team Leader Presentation is formatted as a PPT and delivered as a digital download via a link provided in the order confirmation email. This link includes several other digital downloads to support the team leader as they prepare for, lead, and close out the Team Debrief Meeting. Each of these materials is described below.

- **FAQ:** This FAQ is arranged in question-and-answer format and offers insight into the ETI 2.0 materials.

- **ETI 2.0 Development & Validation:** The ETI 2.0 Development and Validation document is designed for use by the team leader. It provides high-level insight into the research and analysis that led to the development of the ETI 2.0 as well as the technical data that supports its statistical validation.

- **Certificate of Achievement:** The Certificate of Achievement serves as a takeaway for attendees of the Team Debrief Meeting. The certificate is provided as a fillable PDF form, allowing team leaders to customize the team member name, program name, and completion date. We recommend distributing the Certificate of Achievement to each individual team member immediately following the Team Debrief Meeting.

- **Program Evaluation:** The Program Evaluation measures team members' level one reaction to the Team Debrief Meeting. The evaluation form is provided as a fillable PDF form, allowing team leaders to customize the date of the Team Debrief Meeting, the team leader name, program name, and team member name. We recommend distributing the Program Evaluation to each individual team member immediately following the Team Debrief Meeting. Analyzing the feedback will help team leaders to adjust and improve.

- **Sample Team Report:** The Sample Team Report is intended for use by the team leader. As its name suggests, it is an anonymous sample of the Team Report, providing a sneak peek into the report makeup. It is useful to review as the team leader is waiting to receive their team's aggregated report.

- **Insights and Action Guide (IAG):** The IAG serves as a companion to the Team Report and is designed for use by team members in preparation for—and during—the Team Debrief Meeting. Team members can either save the IAG to their individual computers to access during the meeting (using the fillable fields to type in responses where appropriate) or print it out ahead of time. We recommend that the team leader distribute the IAG to their team at least two weeks in advance of the Team Debrief Meeting.
  Please note: Per HRDQ's copyright and license agreement, the Insights and Action Guide may only be reused or distributed to individuals within the team leader's organization who have completed the ETI 2.0.

- **Introductory Video:** The Introductory Video serves as a companion to the Team Report and is designed for use by team members in preparation for the Team Debrief Meeting. The video is 15 minutes in length and introduces key concepts about extraordinary teams, setting the stage for the Team Debrief Meeting. The video is accessed through the following link: **HRDQ.com/ETI-Intro-Video**. We recommend that the team leader share this link with their team at least two weeks in advance of the Team Debrief Meeting.
  Please note: Per HRDQ's copyright and license agreement, the Introductory Video may only be distributed to individuals within the team leader's organization who have completed the ETI 2.0.

7. What teams would benefit most from using the ETI 2.0?

While almost any team could benefit from taking the ETI and reviewing the results, it is most powerful in teams where the members and the leader genuinely want to achieve their common goals and at the same time learn, grow, and have a great shared experience.

The ideal group size for this experience is 3–20 team members who are part of an intact team, united by a challenging common goal that needs the contribution of all members. It is especially well suited to teams where goal achievement requires collaboration, diverse skill sets, and breakthrough thinking. If an organization depends upon the retention of top talent and a team-based culture, it should consider a broad use of the ETI 2.0. The ETI 2.0 is equally useful for private, public, and nonprofit organizations, including work teams, committees, and boards.

8. How are the results presented?

The results are presented in the Team Report. Each team member receives their own personalized report containing a bar graph illustrating the aggregated team score and a bar graph for each of the ten Practices illustrating the team member's individual score. It also indicates the range (i.e., Ordinary, Solid, Extraordinary) in which the individual score falls as compared to the norm base. To provide the team with greater information, each Ordinary, Solid, or Extraordinary rating is further divided into High, Medium, or Low. For example, a team that receives a Low Solid rating for Full Engagement would have more work to do to achieve Extraordinary than a team that received a High Solid rating. There is also a percentile ranking for each Practice.

The report also displays and organizes the questions from the assessment according to the Practice that they measured and indicates the specific rating the team received for each question. There is additional descriptive information for each Practice and a list of questions for teams to consider if they wish to intentionally focus on further development of that Practice.

9. What do team members need to do?

It is recommended that team leaders notify team members of the date by which they can expect to receive an email invitation from the HRDQ Assessment Center to take the ETI 2.0. It may be useful to also share the following task outline.

Team Member Task	Estimated Time
Step 1: Take the ETI 2.0 online assessment.	20 minutes
Step 2: Review your personalized Team Report.	30–45 minutes
Step 2: Watch the Introductory Video.	15 minutes
Step 3: Thoroughly read Parts I, II, and III of the Insights and Action Guide; answer the reflective questions on pages 6–7.	30 minutes
Step 4: Attend the Team Debrief Meeting.	90–120 minutes

Note: Many teams will decide to continue their work with the ETI feedback in future meetings.

10. As a team leader, what do I need to do?

Step 1: Set up an admin account in the HRDQ Assessment Center (if you do not already have one). Contact Customer Support at **HRDQ.com/contact** for assistance, if needed.

Step 2: Purchase the service and/or online assessment at **HRDQ.com**.

- Decide if you prefer to administer the ETI 2.0 Online Team Assessment and debrief the ETI 2.0 Team Report on your own or with the assistance of a coach/consultant from the Extraordinary Teams Partnership (ETP). See "1:1 Virtual Coaching" under question 6 for more information. If you would like the assistance of an ETP coach/consultant, visit **HRDQ.com** to purchase this service and schedule your coaching sessions.

- Purchase the ETI 2.0 Online Team Assessment by visiting **HRDQ.com/collections/online-assessments** or **HRDQ.com/contact** for additional guidance from one of our Product Support Specialists.

Step 3: Identify the date for your Team Debrief Meeting. If you are planning to conduct the Team Debrief Meeting in person, secure an appropriate meeting space. Note that the Team Debrief Meeting is estimated to take 1½–2 hours.

Step 4: Set up the project.

- Enter the name and email address of each team member.

- Select the date by which team members should be invited to take the assessment (i.e., project start date) as well as the date by which the assessment needs to be completed (i.e., project end date).

- Select the report recipient(s). We highly recommend that the team leader is chosen as a report recipient so that they can review their team's report as well as distribute it to their team prior to the Team Debrief Meeting. If you are participating in the 1:1 Virtual Coaching, we recommend adding your ETP coach/consultant's email address as well.

Step 5: Introduce the ETI 2.0 at a team meeting (ideally, four weeks prior to the planned Team Debrief Meeting), explaining its purpose and benefits, and ask for the team's willingness to participate. Give a brief overview of the assessment administration process and what they can expect of the Team Debrief Meeting.

Step 6: Send an email to your team a few days before the project start date with detailed information regarding the assessment administration process. Explain that they will receive an email from noreply@hrdq.com on the project start date containing a link to the ETI 2.0 assessment. We recommend that they check their junk/spam folder if they do not receive this email in their inbox on the project start date.

In your email to team members, briefly reiterate the benefits of using the ETI and what to expect of the Team Debrief Meeting.

Step 7: Send the following materials to your team via email at least two weeks prior to the Team Debrief Meeting: Team Report, Insights and Action Guide PDF, and Introductory Video **HRDQ.com/ETI-Intro-Video**. Explain the purpose of the materials, the order in which they should be reviewed, and estimated time commitment (see question 9). For details on how to access these materials, see below.

- Once the project end date is reached, the Team Report is automatically calculated and generated by the HRDQ Assessment Center and subsequently sent out to the report recipient(s) that were selected during project setup.

- In your order confirmation email for the Team Leader Presentation, you received two links. The first link is to the digital Team Leader Support Materials. By clicking on this link, you will gain access to the Insights and Action Guide. The second link is to the Introductory Video.

Step 8: Carefully review the Team Report, Insights and Action Guide PDF, and Introductory Video.

Step 9: Develop your plan for the Team Debrief Meeting, including what you hope to achieve, how you will share the Team Report, an agenda for doing so, and key questions you will pose to your team. Use the ratings for each of the ten Practices for Extraordinary Teams as a way to determine the level of trust within your team. If trust is low, consider bringing in an outside facilitator to help open up some of those critical areas.

Step 10: Conduct the Team Debrief Meeting. During the meeting, carefully track follow-up actions or needed team discussions. Schedule appropriately, and pay attention to make sure commitments are kept. Actively engage team members throughout the weeks and months ahead as they move toward becoming more extraordinary. Often the Team Debrief Meeting becomes the first in a series of meetings that focus on the how to employ the ten Practices of an Extraordinary Team.

11. If I want to facilitate the Team Debrief Meeting on my own, what should I know?

While there is currently no required skill set or certification to administer and debrief the ETI 2.0, to be successful, you need to be comfortable presenting information, leading discussions, and facilitating an interactive group process where all voices are heard. The digital Team Leader Support Materials will be very useful as you lead your team through the ETI 2.0 experience. If you are less experienced with facilitating interactive discussions, we highly recommend the 1:1 Virtual Coaching (see question 6).

12. How much time should I allow for preparation?

We suggest that you allow approximately 30 days from project initiation for preparation. This will enable you to become familiar with the material, set up an HRDQ Assessment Center Account (if needed) and set up the project, allow team members approximately 10–14 days to complete the assessment, receive and review the results in the Team Report, share the necessary materials with your team members and allow them time to review them, and schedule the Team Debrief Meeting.

13. How has the assessment been verified and tested?

The ETI was developed by administering it to teams in iterative testing, successively improving the questions, scoring, and psychometric aspects of the inventory over a period of 11 years. Over 2,300 people and 270 groups have participated in the development of the ETI 2.0. The 2008 field study by Bellman and Ryan was followed by a pilot test, psychometric work, and the cross-validation of the ETI factor structure leading to the ETI 1.0 (2014).

Building off ETI 1.0, the ETI 2.0 was developed with the same psychometric rigor, including input from practitioners, 42 teams, and extensive psychometric work, resulting in the validation of the expanded ETI 2.0. The ten Practices meet high standards for reliability and validity, which means that teams can confidently trust and work with their ratings. For more information, download the ETI 2.0 Development and Validation PDF document from the Team Leader Support Materials.

14. Who designed and developed the material and the assessment?

Organization consultants and authors Kathleen Ryan, Kevin Coray, and Geoffrey Bellman coauthored the first edition (2014) of the ETI. The second edition (2021) was developed by Coray and Ryan along with Sally Starbuck Stamp and Travis Green.

Kathleen D. Ryan has practiced organization development since 1984 and has been identified as an organizational consultant with "an instinct for translating complex human behavior into practical concepts." Her current work focuses on executive coaching and team development.

Kevin E. Coray, Ph.D. is a founding partner and president of Coray Gurnitz Consulting in Washington, D.C. His graduate studies in industrial and organizational psychology, combined with his experience using organizational assessments, were essential to the team's collaboration in creating *Extraordinary Teams.*

Geoff M. Bellman has worked with large organizations for 40 years as an internal consultant, manager, and external consultant. His work has focused on renewing large, mature organizations. In recent years, Mr. Bellman has dedicated significant time to community organizations in the Seattle area.

Sally Starbuck Stamp is a Board certified coach and consultant who works with individuals, teams and organizations primarily in the areas of leadership development, communication effectiveness, culture transformation, and life/work balance. Her experience includes work for a variety of health care and technical organizations as both an internal change agent and external coach and advisor.

Travis Green is an Organizational Psychologist and Coach, focusing on leadership, organizational change, and positive impact. For over twenty years, he has made a difference with leaders and teams across the business, academic, and non-profit sectors.