

# Team Development Assessment

This questionnaire contains statements about teamwork. Next to each question, indicate how often your team displays each behaviour by using the following scoring system:

Almost never - 1 , Seldom - 2 , Occasionally - 3 , Frequently - 4 , Almost always - 5

1. \_\_\_\_\_ We try to have set procedures or protocols to ensure that things are orderly and run smoothly (e.g. minimize interruptions, everyone gets the opportunity to have their say).
2. \_\_\_\_\_ We are quick to get on with the task on hand and do not spend too much time in the planning stage.
3. \_\_\_\_\_ Our team feels that we are all in it together and shares responsibilities for the team's success or failure.
4. \_\_\_\_\_ We have thorough procedures for agreeing on our objectives and planning the way we will perform our tasks.
5. \_\_\_\_\_ Team members are afraid or do not like to ask others for help.
6. \_\_\_\_\_ We take our team's goals and objectives literally, and assume a shared understanding.
7. \_\_\_\_\_ The team leader tries to keep order and contributes to the task at hand.
8. \_\_\_\_\_ We do not have fixed procedures, we make them up as the task or project progresses.
9. \_\_\_\_\_ We generate lots of ideas, but we do not use many because we fail to listen to them and reject them without fully understanding them.
10. \_\_\_\_\_ Team members do not fully trust the others members and closely monitor others who are working on a specific task.
11. \_\_\_\_\_ The team leader ensures that we follow the procedures, do not argue, do not interrupt, and keep to the point.
12. \_\_\_\_\_ We enjoy working together; we have a fun and productive time.
13. \_\_\_\_\_ We have accepted each other as members of the team.
14. \_\_\_\_\_ The team leader is democratic and collaborative.
15. \_\_\_\_\_ We are trying to define the goal and what tasks need to be accomplished.
16. \_\_\_\_\_ Many of the team members have their own ideas about the process and personal agendas are rampant.
17. \_\_\_\_\_ We fully accept each other's strengths and weakness.
18. \_\_\_\_\_ We assign specific roles to team members (team leader, facilitator, time keeper, note taker, etc.).
19. \_\_\_\_\_ We try to achieve harmony by avoiding conflict.
20. \_\_\_\_\_ The tasks are very different from what we imagined and seem very difficult to accomplish.
21. \_\_\_\_\_ There are many abstract discussions of the concepts and issues, which make some members impatience with these discussions.
22. \_\_\_\_\_ We are able to work through group problems.
23. \_\_\_\_\_ We argue a lot even though we agree on the real issues.
24. \_\_\_\_\_ The team is often tempted to go above the original scope of the project.
25. \_\_\_\_\_ We express criticism of others constructively
26. \_\_\_\_\_ There is a close attachment to the team.
27. \_\_\_\_\_ It seems as if little is being accomplished with the project's goals.
28. \_\_\_\_\_ The goals we have established seem unrealistic.
29. \_\_\_\_\_ Although we are not fully sure of the project's goals and issues, we are excited and proud to be on the team.
30. \_\_\_\_\_ We often share personal problems with each other.
31. \_\_\_\_\_ There is a lot of resisting of the tasks on hand and quality improvement approaches.
32. \_\_\_\_\_ We get a lot of work done.

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Next to each survey item number below, transfer the score that you give that item on the questionnaire. For example, if you scored item one with a 3 (Occasionally), then enter a 3 next to item one below. When you have entered all the scores for each question, total each of the four columns.

## Scoring

| Item           | Score | Item            | Score | Item           | Score | Item              | Score |
|----------------|-------|-----------------|-------|----------------|-------|-------------------|-------|
| 1.             | _____ | 2.              | _____ | 4.             | _____ | 3.                | _____ |
| 5.             | _____ | 7.              | _____ | 6.             | _____ | 8.                | _____ |
| 10.            | _____ | 9.              | _____ | 11.            | _____ | 12.               | _____ |
| 15.            | _____ | 16.             | _____ | 13.            | _____ | 14.               | _____ |
| 18.            | _____ | 20.             | _____ | 19.            | _____ | 17.               | _____ |
| 21.            | _____ | 23.             | _____ | 24.            | _____ | 22.               | _____ |
| 27.            | _____ | 28.             | _____ | 25.            | _____ | 26.               | _____ |
| 29.            | _____ | 31.             | _____ | 30.            | _____ | 32.               | _____ |
| <b>TOTAL</b>   | _____ | <b>TOTAL</b>    | _____ | <b>TOTAL</b>   | _____ | <b>TOTAL</b>      | _____ |
| <b>Forming</b> |       | <b>Storming</b> |       | <b>Norming</b> |       | <b>Performing</b> |       |
| <b>Stage</b>   |       | <b>Stage</b>    |       | <b>Stage</b>   |       | <b>Stage</b>      |       |

This questionnaire is to help you assess what stage your team normally operates. It is based on the "Tuckman" model of Forming, Storming, Norming, and Performing. The lowest score possible for a stage is 8 (Almost never) while the highest score possible for a stage is 40 (Almost always).

The highest of the four scores indicates which stage you perceive your team to normally operates in. If your highest score is 32 or more, it is a strong indicator of the stage your team is in.

The lowest of the three scores is an indicator of the stage your team is least like. If your lowest score is 16 or less, it is a strong indicator that your team does not operate this way.

If two of the scores are close to the same, you are probably going through a transition phase, except:

- If you score high in both the Forming and Storming Phases then you are in the Storming Phase
- If you score high in both the Norming and Performing Phases then you are in the Performing Stage

If there is only a small difference between three or four scores, then this indicates that you have no clear perception of the way your team operates, the team's performance is highly variable, or that you are in the storming phase (this phase can be extremely volatile with high and low points).