

# ***TOTAL TEAM ASSESSMENT***

**A Baseline Measurement of Teamwork with:**

**Team Skills**

**Team Identity**

**Team Leadership**

**Team Foundation**

**Team Functioning**

**Team Performance**

**Team Climate and Atmosphere**

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SAMPLE

## About the Assessment

With all the pressure and change teams of all kinds face in organizations, there is a need for a comprehensive tool to clearly define where the team is today, what strengths it can build on, and what weaknesses are holding it back. The Total Team Assessment provides a quantifiable baseline measurement, ideal for improvement planning and the tracking of team performance over time.

Because of the many differences in demographics and other team variables (team size, time together, age of company, rapid company growth, downsizing etc.), it is necessary to present a large question set so that the dynamic environment and unique situation affecting each individual team can be identified. At its foundation the Total Team Assessment measures the ten components which share the strongest correlation with Team High Performance. They are:

- Clear Vision, Direction and Goals
- Effective Team Leadership
- Shared Responsibility for Success
- Essential Foundation Components and Resources
- A Participative Environment and Culture
- An Accepting Team Climate
- Productive Conflict Resolution
- Continuous Improvement and Innovative Focus
- Excellent Communications Internally and Externally
- Effective Decision Making

The Total Team Assessment includes 55 specific questions broken down into areas of:

- Team Foundation
- Team Functioning
- Team Performance
- Team Skills
- Team Leadership
- Team Climate and Atmosphere
- Team Identity

In addition, the assessment provides individual insight on specific improvement opportunities from the team members themselves. As an in depth inquiry, the Total Team Assessment is a powerful vehicle for bringing issues into the open, providing a forum for improvement, and serving as a catalyst for focused and measurable change.

## Facilitator Guidelines

Administering the Total Team Assessment doesn't require special experience, but facilitators who deliver this instrument are applying a tool with potentially important. Everyone can benefit from improving awareness about their teams and developing ways to improve them. Knowing that, this instrument should be delivered responsibly with the intention of helping individuals increase their effectiveness and satisfaction within their own teams.

When using with a group, it might be helpful to project a copy of the Total Team Impact Chart with an example on an overhead transparency to demonstrate. When a facilitator presents this material and proceeds through an interpretation of the Total Team Impact Chart, it becomes very important to gauge the climate of the group. The more individual participants reveal about their experience, the more valuable the learning process will become for everyone. Each facilitator must exercise responsible discretion and check in often with participants to be sure they are comfortable. It is important that participants feel as comfortable as possible in filling out this assessment, so that their responses can be frank and genuine.

Findings should be shared with the team as soon as possible after completion of the assessment.

Ideally, the assessments are distributed a few days ahead of time and turned in to a neutral collection point (not a boss or supervisor's office). Team data should be shared with a minimum of persons outside the team, as all team information is confidential and private and should be treated with appropriate respect. The Total Team Assessment findings should be shared no longer than two weeks after completion of the questionnaire. This insures that data collected will be timely and relevant.

**Talk about why defining team's situation is important.** Due to changes in business world, applying teamwork and having teams become important for the organizations. But more than this, with all the pressure and change teams of all kinds face in organizations, the most important thing is to clearly define where the team is today, what strengths it can build on, and what weaknesses are holding it back. This will lead the organization to be successful today and in the future.

**Encourage subjects to be honest.** This assessment works only if participants are completely honest. As a result, a foundational measurement is established from which real improvements can be made.

**Create anonymity and a safe atmosphere.** If assessments are to be distributed while all team members are in the room together, every effort should be made to ensure anonymity of team members while collecting instruments. It is

recommended that a non-team member provide tabulation of the assessments. Disturbances and distractions should be kept to a minimum while completing the Total Team Assessment.

**Allow sufficient time.** This assessment should not be rushed. Although answering the questions does not take long, emphasize that participants should think about each question before answering. Participants should be allowed a minimum of 20 minutes to complete the Total Team Assessment, and preferably be given all the time needed until everyone has completed the instrument.

**Explain the scale.** Each of the questions on the assessments uses a 1–5 scale with one being lowest and five highest. Be sure your group understands the scale, and encourage participants to give the number that most exactly reflects their feelings. Be sure they understand that writing a five is okay and that simply means they can't think of a way things could be better than they already are in a particular area. Also remind them that they might use a five today and a lower number tomorrow.

**Check for participation.** Check that participants fill out the assessment correctly, marking each question individually rather than marking all fives etc and that they are engaged in the process. Reinforce participation when necessary without forcing or coercing anyone to participate.

**Plot the results.** Participants use math to calculate mean scores and plot the survey results on the Total Team Impact Chart. Demonstrate and guide your audience through these steps slowly and clearly so participants all get accurate and clear results.

**Discuss the findings.** The facilitator can aid the interpretation of results. Follow the algorithms provided over all, but feel free to use your own approach for discussing findings and sharing individual perspectives. Once again, maximize group participation.

**Improvement planning.** Have participants develop their own personal improvement plan. Use brainstorming to generate improvement ideas and strategies to build on strengths and to compensate for weaknesses.

## Total Team Assessment

This assessment is a statistical measurement of your impressions of how well your work team is doing, what its strengths and weaknesses are, and where you think it could benefit from some improvement. Before you begin, please clarify in your own mind the specific team you are using this survey for. Please list the name or description of the team in the space provided below. Rate from 1 (the lowest) to 5 (the highest) on the extent to which you believe is true for each question. Please answer all 55 questions so an overall score may be calculated.

Name of the team this assessment applies to: \_\_\_\_\_

### TEAM FOUNDATION

1. The team has a clear vision of what it is supposed to do.  
1    2    3    4    5
2. The team's activities are guided by a clear Mission Statement/Charter.  
1    2    3    4    5
3. The team's goals are closely aligned with the goals of the organization.  
1    2    3    4    5
4. The team has adequate skills and member resources to achieve its goals.  
1    2    3    4    5
5. Everyone on the team has a clear and vital role.  
1    2    3    4    5
6. The team has adequate meeting time, space, and resources to achieve all objectives.  
1    2    3    4    5
7. Team meetings are well attended by all team members.  
1    2    3    4    5
8. The team can measure its performance effectively.  
1    2    3    4    5
9. The team understands its customer requirements (internal and/or external).  
1    2    3    4    5
10. This team is promptly informed of changes in policy or new developments that affect it.  
1    2    3    4    5
11. The organization has clear expectations of this team.  
1    2    3    4    5
12. The team receives adequate training to function effectively.  
1    2    3    4    5

## TEAM FUNCTIONING

13. Team meetings are run efficiently.

1      2      3      4      5

14. Everyone on the team participates at an acceptable level.

1      2      3      4      5

15. This team works well together.

1      2      3      4      5

16. This team works well with other teams/departments in the organization.

1      2      3      4      5

17. The goals and objectives of this team will have a positive impact on the organization.

1      2      3      4      5

18. The team is on a continuous improvement curve.

1      2      3      4      5

## TEAM PERFORMANCE

19. The team uses an effective long-term strategic planning process.

1      2      3      4      5

20. The teams' plans are closely aligned with the plans of the organization.

1      2      3      4      5

21. The team meets its (internal and/or external) customer requirements.

1      2      3      4      5

22. The team is productive.

1      2      3      4      5

23. The organization is satisfied with the team's performance.

1      2      3      4      5

24. Team functioning doesn't interfere with getting my own job done.

1      2      3      4      5

## TEAM SKILLS

25. The team members communicate well with one another.

1      2      3      4      5

26. Constructive feedback is given by the team.

1      2      3      4      5

27. Team members are familiar with each other's job responsibilities.

1      2      3      4      5

28. The team uses effective decision making processes and problem solving skills.

1      2      3      4      5

29. The team is innovative.

1      2      3      4      5

30. The team can change or improve the way it goes about working on its tasks.

1      2      3      4      5

## TEAM LEADERSHIP

31. My boss/supervisor promotes participation by the team in key decisions.  
1    2    3    4    5
32. My boss/supervisor shares responsibilities with team members.  
1    2    3    4    5
33. My boss/supervisor is an effective leader.  
1    2    3    4    5
34. I share my ideas/suggestions whether or not my boss/supervisor agrees with my input.  
1    2    3    4    5
35. My boss/supervisor focuses on building team member technical and interpersonal skills.  
1    2    3    4    5
36. My boss/supervisor coaches and supports individual team members.  
1    2    3    4    5
37. My boss/supervisor promotes individual problem solving and intelligent risk taking.  
1    2    3    4    5
38. My boss/supervisor leads by example.  
1    2    3    4    5

## TEAM CLIMATE AND ATMOSPHERE

39. Team members trust each other.  
1    2    3    4    5
40. Morale on this team is high.  
1    2    3    4    5
41. Team members support each other.  
1    2    3    4    5
42. There are no feelings among team members which might pull this team apart.  
1    2    3    4    5
43. The team resolves conflicts soon after they occur.  
1    2    3    4    5
44. I feel free to express my opinions.  
1    2    3    4    5
45. I have an influence on team decisions.  
1    2    3    4    5
46. Team members can openly discuss their own problems and issues.  
1    2    3    4    5
47. Team members show consideration for needs and feelings of other team members.  
1    2    3    4    5
48. Team members receive recognition for individual performance.  
1    2    3    4    5

## TEAM IDENTITY

49. I know why I am on this team.

1 2 3 4 5

50. I am pleased to be on this team.

1 2 3 4 5

51. The team subscribes to a clear set of values.

1 2 3 4 5

52. This team is fun to work with.

1 2 3 4 5

53. No individual, group or gender dominates team activities.

1 2 3 4 5

54. The team has a positive reputation in the organization.

1 2 3 4 5

55. The team has a positive self image.

1 2 3 4 5

SAMPLE

# TOTAL TEAM IMPACT CHART

Name: .....  
Date: .....

TEAM IDENTITY  
Category  
Mean Score: ..... 52

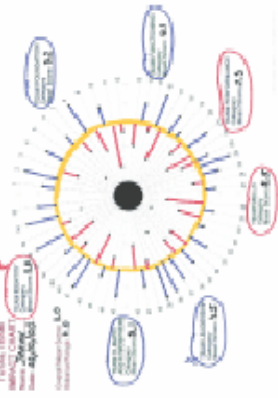
TEAM FOUNDATION  
Category  
Mean Score: .....

Overall Mean Score: .....  
Balance Range: .....

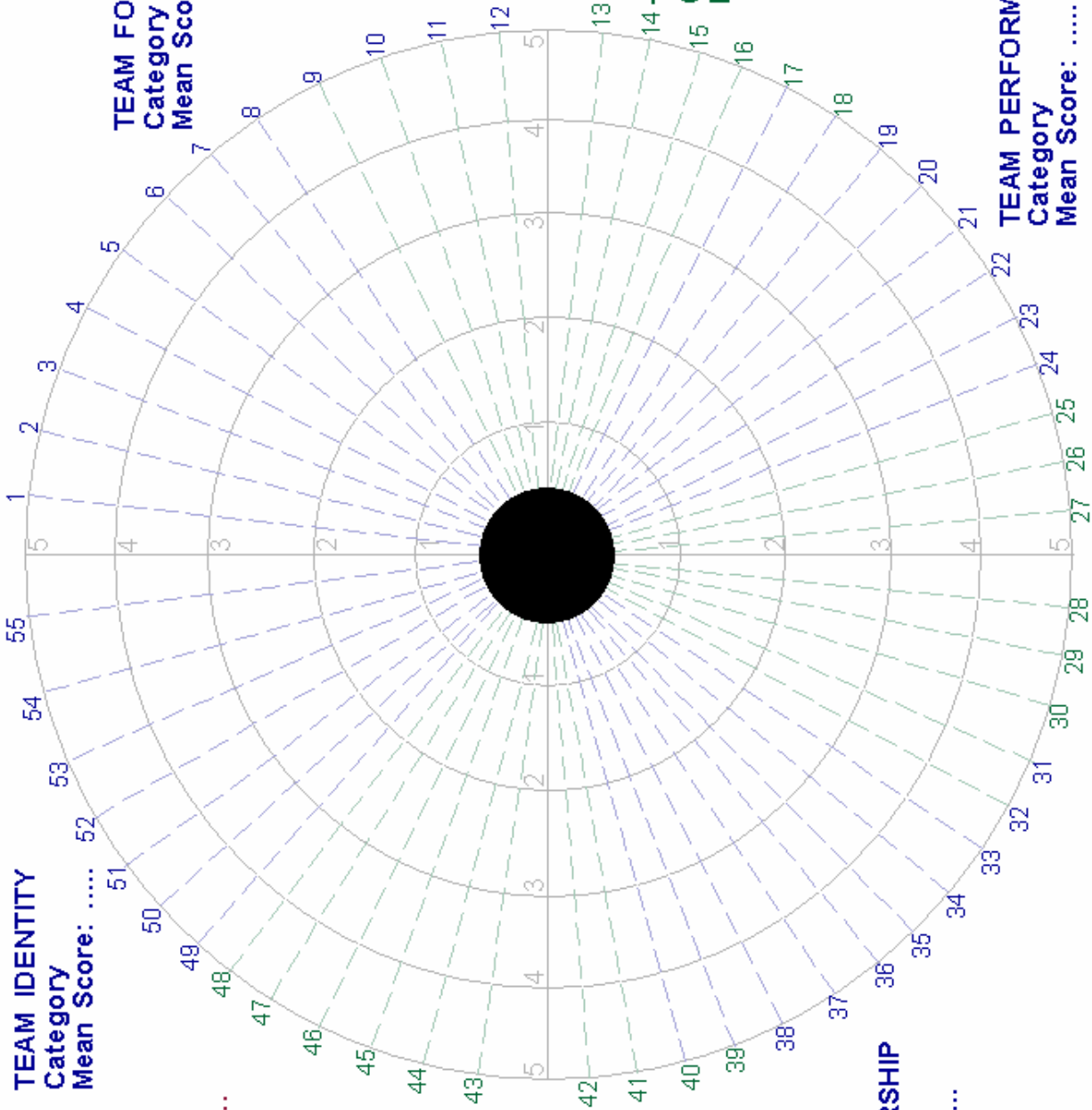
TEAM CLIMATE  
AND ATMOSPHERE  
Category  
Mean Score: .....

TEAM FUNCTIONING  
Category  
Mean Score: .....

TEAM LEADERSHIP  
Category  
Mean Score: .....



SAMPLE  
CHART



TEAM SKILLS  
Category  
Mean Score: .....

TEAM PERFORMANCE  
Category  
Mean Score: .....

## Interpreting the Impact Chart

The Impact Chart contains all 55 questions and is broken down into the seven categories: Team Foundation, Team Functioning, Team Performance, Team Skills, Team Leadership, Team Climate and Atmosphere, and Team Identity. An overall category mean score for each category is provided. The combination of overall mean scores is used to develop an overall total team mean score for the entire instrument. A name and date field is included to indicate who completed the assessment and when they scored it.

### 1<sup>st</sup> level of analysis

**Overall total team mean score.** The overall mean score represents the degree to which individuals are living up to their teamwork potential and the degree to which they are demonstrating excellence in their teamwork. Low or high numbers for each question combine for an overall score or *effect* for the teams.

**Scores above the mean.** These high scoring questions, marked with a star, are the stronger characteristics and tendencies individuals are experiencing presently.

### 2<sup>nd</sup> level of analysis

**Category strengths and weaknesses.** Naturally, some categories are higher or lower than others. Participants can self-evaluate to see what types of patterns emerge. Notice which categories are above the overall mean (the areas which are stronger) and which categories are lower than the overall mean (the categories that bring the overall numbers down). A difference between categories or questions of less than .50 is not considered statistically significant. Differences of .51 or greater are considered significant and can be examined as such.

### 3<sup>rd</sup> level of analysis

**Highest overall question/lowest overall question.** Individuals may give consideration to their biggest team strength and the area in which they need the most improvement.

### 4<sup>th</sup> level of analysis

**Balance range.** The Balance range is the relative distance of the two farthest points from the overall mean score (the highest and lowest scores mentioned above). A well oiled team will have all strengths and weaknesses closer to the Total team Overall Mean Score, whereas the more dysfunctional Team will have question scores which vary widely indicating less stability. The optimum is a high Total Team Overall Mean Score with a very small Total Team Balance Range.

## Overall Mean Analysis

### THE STRUGGLING TEAM

**Overall Mean Scores of 2.5 or Less.** It should come as no surprise that your team is in trouble. Mean scores of less than 2.5 indicate serious problems in several areas simultaneously, if not across the board in every area. Conflicts, lack of communication, unclear direction, untenable climate, low morale and low satisfaction with leadership are just a few of the negatives you might be seeing. Consideration should be given as to whether or not this team should try to continue in its present form, or dissolve for a fresh start in some other form. Check your scores to see which categories are impacting most negatively and prepare to get down to work immediately. A vigorous interventional process is called for if this team is to be resuscitated and survive.

### THE SURVIVING TEAM

**Overall Mean Scores of 2.51 – 3.25.** Mediocre performance together and just getting by is the hallmark of this team. Although some basic goals and objectives are being achieved, the team is capable of much more. Team synergy is hindered by a few low scoring categories, as well as categories which are more positive, but not positive enough to drive Overall Mean scores higher. This team will survive for the near future, but low performing areas will eventually atrophy into critical problems if no corrective action is taken. There are many opportunities for improved teamwork to be found. Look for stress related symptoms with individual team members (absenteeism, lack of initiative, lack of commitment, turnover). This team is highly vulnerable and lacks the resiliency for the unexpected loads of additional responsibility or crisis management. This team is an ideal candidate for support.

### THE DEVELOPING TEAM

**Overall Mean Scores of 3.26 – 3.75.** High Performance is not completely out of range for this team. In fact, this team is working well together in some areas. A few areas of concern are probably bringing the scores down overall, but there are positives as well. Building on strengths and working on one or two targeted weaknesses areas is the name of the game for this team. By optimizing the positives, this team can do more of what they do well already and take advantage of easy improvement opportunities. By focusing on one or two improvements in the weakness area at a time, the team can achieve improved teamwork without overwhelming themselves. Although this team might complain a little, they are ok in terms of how they work together, but not great yet. Much of the population of the Teams in Corporate America falls into this range.

### THE EVOLVING TEAM

**Overall Mean Scores of 3.76 – 4.25.** This team is performing well with some obvious strength. This team carries its load well and is effective in working together. Although proactive team training & development is always a good idea, The Evolving Team is more than likely, already aware of any of their own

shortcomings and is in the process of addressing them. Teams in this range often struggle with external factors beyond their own control (fast pace of organizational change, changes in market conditions, or other unexpected surprises) which get in the way of their own growth. Teams who work well together in a relatively stable environment will naturally increase in their own effectiveness over time. Supporting and protecting a team who functions at this level of teamwork is one of the best long term investments an organization can make. Today's evolving teams are tomorrow's high performing ones.

### **THE HIGH PERFORMING TEAM**

**Overall Means Scores of 4.26 or Higher.** Achieving true synergy means a team that enjoys working together has high levels of commitment, admirable levels of performance and achievement and stands out in the organization. This team has achieved a level of cooperation and collaboration which has moved beyond the structure of job descriptions to something totally unique. The High Performing Team has the right mix of players, respected leadership and a committed approach to everything it undertakes. Polish is the name of the game for the High performing team, and its work resides in taking scores in the fours and making them all fives. This team is a credit to their organization.

SAMPLE

## The Improvement Plan

What is the biggest team strength? (The highest scoring question on the assessment).

What are five things you can do to build on biggest strength even more?

- 1.
- 2.
- 3.
- 4.
- 5.

Use the worksheet below for each area in need of improvement (make copies to work on additional areas) for each separate low scoring question from the Total Team Assessment.

**Improvement Area:**

Team Name:

Date:

Question Number:

Question Mean Score:

What would it actually look like if you scored a five in this area? Describe in detail what would have to be taking place differently from what is today?

What barriers stand in the way of achieving a “five” in this area and how can you overcome them?

What are the easiest things you can implement today to move your scores halfway from where they are today to a five?

What are the next logical steps your team should take to move forward in this area?

Repeat this simple process for each of the scores you would like to improve from the Total Team Assessment. Combine all of your actions into an overall action plan for improved teamwork and assign responsibility to fellow team members.

Re-survey the Team with the Total Team Assessment at least once per year or after improvement strategies have been implemented to effectively measure improvements in Teamwork.

## QUALITY VALUES PRODUCTS AND SERVICES

A Research and Consulting Firm whose purpose is to create "Values Based" organizations. Emphasis is placed on integrating the Quality Values into the culture at all levels...leaders, teams and individuals. A "Values Based" organization will move continually up the excellence curve, achieving customer preference and increased market share.

### ASSESSMENTS

#### Organizational Assessments

- Cultural Transformation Assessment
- Staff Satisfaction Assessment
- Organizational Climate Assessment
- Management Competency Assessment
- Knowledge Competency Assessment
- Total Team Assessment
- The Six Sigma Assessment

#### Self Assessments

- Self Management Assessment
- Relationship Assessment
- Leadership Assessment
- Am I A Team Player? Assessment
- Sales Professional Assessment
- Youth Assessments
- Assessments for Teachers

### RESEARCH

- End of Course/Instructor Evaluations
- OMR Data Collection and Reporting
- Online Data Collection and Reporting
- Customer Satisfaction Survey
- Market Research
- Conference & Exposition Evaluations
- Outcomes Research
- Custom Research

### PUBLICATIONS

- Quality Values Book
- Self Scoring Assessment Software
- Train the Trainer Courses
- New Science of Customer Satisfaction
- Assessments and Workbooks
- What is Natural Excellence?
- How to Create Organizational Culture?

### CONSULTING

- Knowledge Management
- Moving Towards Excellence
- Organizational Cultural Change
- Strategic Planning
- Team Development

### TRAINING

- Customer Focused Organization
- Partnership and Commitment
- Sales Professional Effectiveness
- Teamwork Workshops
- World Class Leadership

### CONTACT US TODAY

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