

Building High Performance Teams

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Questionnaire

Purpose

According to Dr. Hackman – Prof. of Organizational psychology at Harvard Univ., *“The biggest surprise was the unhappy discovery of how incredibly under-utilized member’s talents were in most of the teams studied. There were some exceptions, but most teams, including several executive teams, left large pools of member talent unutilized”*.

According to the web site of Human Capital Institute...*“In too many organizations today employees say that their skills and talents are underutilized as they experience barriers to mobility and opportunities within their companies.”*

Building high performance teams is a complex and continuous endeavor. But it all starts from assessing where your team is at this time, and use a score as a benchmark to improve upon. The results can be used to help identify areas for improvement or may possibly act as a pre-requisite for a more detailed assessment.

The following activity aims to establish your benchmark score. If you answer the following questions and score yourself, you will be able to identify the performance level of your team.

Time required

60 minutes

Directions

1. Read the following 50 statements and rate your team’s behavior/characteristic by selecting one of the five available choices.
2. Use the scoring key provided in the last section and score yourself – Find totals for each Dimension. Write your results in the result work sheet. (This is further defined in the appropriate section)
3. Plot your score in the result grid for all rows and connect adjacent dimensions using straight lines
4. Read what your plot means and read some of the listed materials to improve your change leadership skills

STEP 1: Read the following 80 statements and rate your behavior and thinking against them by selecting one of the five available choices.

#	Statement about your team
E3	1 My team members accept their roles and responsibilities. Always <input type="radio"/> Most of the times <input type="radio"/> Frequently <input type="radio"/> Sometimes <input type="radio"/> Never <input type="radio"/>
I2	2 My team leader does not take active care about my team members' future Always <input type="radio"/> Most of the times <input type="radio"/> Frequently <input type="radio"/> Sometimes <input type="radio"/> Never <input type="radio"/>
H3	3 People are afraid of conflicts in my team Always <input type="radio"/> Most of the times <input type="radio"/> Frequently <input type="radio"/> Sometimes <input type="radio"/> Never <input type="radio"/>
D2	4 My team members focus on their individual interests and needs Always <input type="radio"/> Most of the times <input type="radio"/> Frequently <input type="radio"/> Sometimes <input type="radio"/> Never <input type="radio"/>
F2	5 There is a general lack of trust in my team Always <input type="radio"/> Most of the times <input type="radio"/> Frequently <input type="radio"/> Sometimes <input type="radio"/> Never <input type="radio"/>
K3	6 My team leader delegates work to team members Always <input type="radio"/> Most of the times <input type="radio"/> Frequently <input type="radio"/> Sometimes <input type="radio"/> Never <input type="radio"/>
K4	7 My team leader counsels my team members about the requirements Always <input type="radio"/> Most of the times <input type="radio"/> Frequently <input type="radio"/> Sometimes <input type="radio"/> Never <input type="radio"/>
M3	8 My team members are cautious about each other Always <input type="radio"/> Most of the times <input type="radio"/> Frequently <input type="radio"/> Sometimes <input type="radio"/> Never <input type="radio"/>
K5	9 People go to each other asking for assistance on how to do things Always <input type="radio"/> Most of the times <input type="radio"/> Frequently <input type="radio"/> Sometimes <input type="radio"/> Never <input type="radio"/>
F5	10 My team identifies itself collectively Always <input type="radio"/> Most of the times <input type="radio"/> Frequently <input type="radio"/> Sometimes <input type="radio"/> Never <input type="radio"/>
G2	11 My team members are demotivated and discouraged Always <input type="radio"/> Most of the times <input type="radio"/> Frequently <input type="radio"/> Sometimes <input type="radio"/> Never <input type="radio"/>
J2	12 There is a general lack of ownership of my team's goals and objectives Always <input type="radio"/> Most of the times <input type="radio"/> Frequently <input type="radio"/> Sometimes <input type="radio"/> Never <input type="radio"/>
L2	13 My team does not use a reward or recognition system to encourage our team members Always <input type="radio"/> Most of the times <input type="radio"/> Frequently <input type="radio"/> Sometimes <input type="radio"/> Never <input type="radio"/>
D3	14 My team members focus on their roles well Always <input type="radio"/> Most of the times <input type="radio"/> Frequently <input type="radio"/> Sometimes <input type="radio"/> Never <input type="radio"/>
E2	15 My team members identify themselves by their titles Always <input type="radio"/> Most of the times <input type="radio"/> Frequently <input type="radio"/> Sometimes <input type="radio"/> Never <input type="radio"/>
F3	16 There is superficial harmony in my team Always <input type="radio"/> Most of the times <input type="radio"/> Frequently <input type="radio"/> Sometimes <input type="radio"/> Never <input type="radio"/>
I3	17 My team is managed well from above. Always <input type="radio"/> Most of the times <input type="radio"/> Frequently <input type="radio"/> Sometimes <input type="radio"/> Never <input type="radio"/>
K2	18 My team members do not delegate or coach or mentor each other. Always <input type="radio"/> Most of the times <input type="radio"/> Frequently <input type="radio"/> Sometimes <input type="radio"/> Never <input type="radio"/>
I6	19 My team governs itself well and makes tangible progress on its own. Always <input type="radio"/> Most of the times <input type="radio"/> Frequently <input type="radio"/> Sometimes <input type="radio"/> Never <input type="radio"/>
D6	20 My team members inspire themselves by the team's strategic plan Always <input type="radio"/> Most of the times <input type="radio"/> Frequently <input type="radio"/> Sometimes <input type="radio"/> Never <input type="radio"/>
G4	21 My team members are motivated to perform Always <input type="radio"/> Most of the times <input type="radio"/> Frequently <input type="radio"/> Sometimes <input type="radio"/> Never <input type="radio"/>
E5	22 My team members define the work from the eyes of the leader.

		Always <input type="radio"/>	Most of the times <input type="radio"/>	Frequently <input type="radio"/>	Sometimes <input type="radio"/>	Never <input type="radio"/>	
M4	23	My team members are confident of each other					
		Always <input type="radio"/>	Most of the times <input type="radio"/>	Frequently <input type="radio"/>	Sometimes <input type="radio"/>	Never <input type="radio"/>	
H5	24	There is positive conflict in my team					
		Always <input type="radio"/>	Most of the times <input type="radio"/>	Frequently <input type="radio"/>	Sometimes <input type="radio"/>	Never <input type="radio"/>	
J4	25	My team members feel accountable to the cause or the leadership					
		Always <input type="radio"/>	Most of the times <input type="radio"/>	Frequently <input type="radio"/>	Sometimes <input type="radio"/>	Never <input type="radio"/>	
G5	26	My team demonstrates inspired commitment					
		Always <input type="radio"/>	Most of the times <input type="radio"/>	Frequently <input type="radio"/>	Sometimes <input type="radio"/>	Never <input type="radio"/>	
H4	27	There is nominal conflict within my team					
		Always <input type="radio"/>	Most of the times <input type="radio"/>	Frequently <input type="radio"/>	Sometimes <input type="radio"/>	Never <input type="radio"/>	
J3	28	The team manager takes full ownership					
		Always <input type="radio"/>	Most of the times <input type="radio"/>	Frequently <input type="radio"/>	Sometimes <input type="radio"/>	Never <input type="radio"/>	
F4	29	My team will stay united under Success					
		Always <input type="radio"/>	Most of the times <input type="radio"/>	Frequently <input type="radio"/>	Sometimes <input type="radio"/>	Never <input type="radio"/>	
F6	30	My team will collectively accept responsibility for failure					
		Always <input type="radio"/>	Most of the times <input type="radio"/>	Frequently <input type="radio"/>	Sometimes <input type="radio"/>	Never <input type="radio"/>	
D4	31	My team members focus on special interests					
		Always <input type="radio"/>	Most of the times <input type="radio"/>	Frequently <input type="radio"/>	Sometimes <input type="radio"/>	Never <input type="radio"/>	
I4	32	My team is led well from above					
		Always <input type="radio"/>	Most of the times <input type="radio"/>	Frequently <input type="radio"/>	Sometimes <input type="radio"/>	Never <input type="radio"/>	
M5	33	My team members are assured of each other					
		Always <input type="radio"/>	Most of the times <input type="radio"/>	Frequently <input type="radio"/>	Sometimes <input type="radio"/>	Never <input type="radio"/>	
G3	34	There is fair commitment among my team members					
		Always <input type="radio"/>	Most of the times <input type="radio"/>	Frequently <input type="radio"/>	Sometimes <input type="radio"/>	Never <input type="radio"/>	
L4	35	My team members are recognized for their contributions					
		Always <input type="radio"/>	Most of the times <input type="radio"/>	Frequently <input type="radio"/>	Sometimes <input type="radio"/>	Never <input type="radio"/>	
L3	36	My team members are rewarded for their performance					
		Always <input type="radio"/>	Most of the times <input type="radio"/>	Frequently <input type="radio"/>	Sometimes <input type="radio"/>	Never <input type="radio"/>	
J6	37	There is collective ownership in my team					
		Always <input type="radio"/>	Most of the times <input type="radio"/>	Frequently <input type="radio"/>	Sometimes <input type="radio"/>	Never <input type="radio"/>	
L5	38	My team members seek to grow through their performance.					
		Always <input type="radio"/>	Most of the times <input type="radio"/>	Frequently <input type="radio"/>	Sometimes <input type="radio"/>	Never <input type="radio"/>	
E4	39	My team members define themselves through their portfolios					
		Always <input type="radio"/>	Most of the times <input type="radio"/>	Frequently <input type="radio"/>	Sometimes <input type="radio"/>	Never <input type="radio"/>	
G6	40	There is total commitment from all my team members					
		Always <input type="radio"/>	Most of the times <input type="radio"/>	Frequently <input type="radio"/>	Sometimes <input type="radio"/>	Never <input type="radio"/>	
I5	41	My team members are led well by their leader as a peer.					
		Always <input type="radio"/>	Most of the times <input type="radio"/>	Frequently <input type="radio"/>	Sometimes <input type="radio"/>	Never <input type="radio"/>	
E6	42	My team members define themselves through the vision					
		Always <input type="radio"/>	Most of the times <input type="radio"/>	Frequently <input type="radio"/>	Sometimes <input type="radio"/>	Never <input type="radio"/>	
J5	43	There is a sense of partnership within my team					
		Always <input type="radio"/>	Most of the times <input type="radio"/>	Frequently <input type="radio"/>	Sometimes <input type="radio"/>	Never <input type="radio"/>	
L6	44	My team members get personal satisfaction through their contributions					
		Always <input type="radio"/>	Most of the times <input type="radio"/>	Frequently <input type="radio"/>	Sometimes <input type="radio"/>	Never <input type="radio"/>	
D5	45	My team members focus on the overall strategy					
		Always <input type="radio"/>	Most of the times <input type="radio"/>	Frequently <input type="radio"/>	Sometimes <input type="radio"/>	Never <input type="radio"/>	
M6	46	My team members vibrantly challenge each other					

		Always <input type="radio"/>	Most of the times <input type="radio"/>	Frequently <input type="radio"/>	Sometimes <input type="radio"/>	Never <input type="radio"/>
K6	47	My team leader invests time thinking for the overall growth of team members				
		Always <input type="radio"/>	Most of the times <input type="radio"/>	Frequently <input type="radio"/>	Sometimes <input type="radio"/>	Never <input type="radio"/>
H6	48	There is true harmony in my team				
		Always <input type="radio"/>	Most of the times <input type="radio"/>	Frequently <input type="radio"/>	Sometimes <input type="radio"/>	Never <input type="radio"/>
M2	49	My team members are apprehensive of each other				
		Always <input type="radio"/>	Most of the times <input type="radio"/>	Frequently <input type="radio"/>	Sometimes <input type="radio"/>	Never <input type="radio"/>
H2	50	There is negative conflict in my team				
		Always <input type="radio"/>	Most of the times <input type="radio"/>	Frequently <input type="radio"/>	Sometimes <input type="radio"/>	Never <input type="radio"/>

STEP 2: Use the scoring key presented in last section and score your answers.

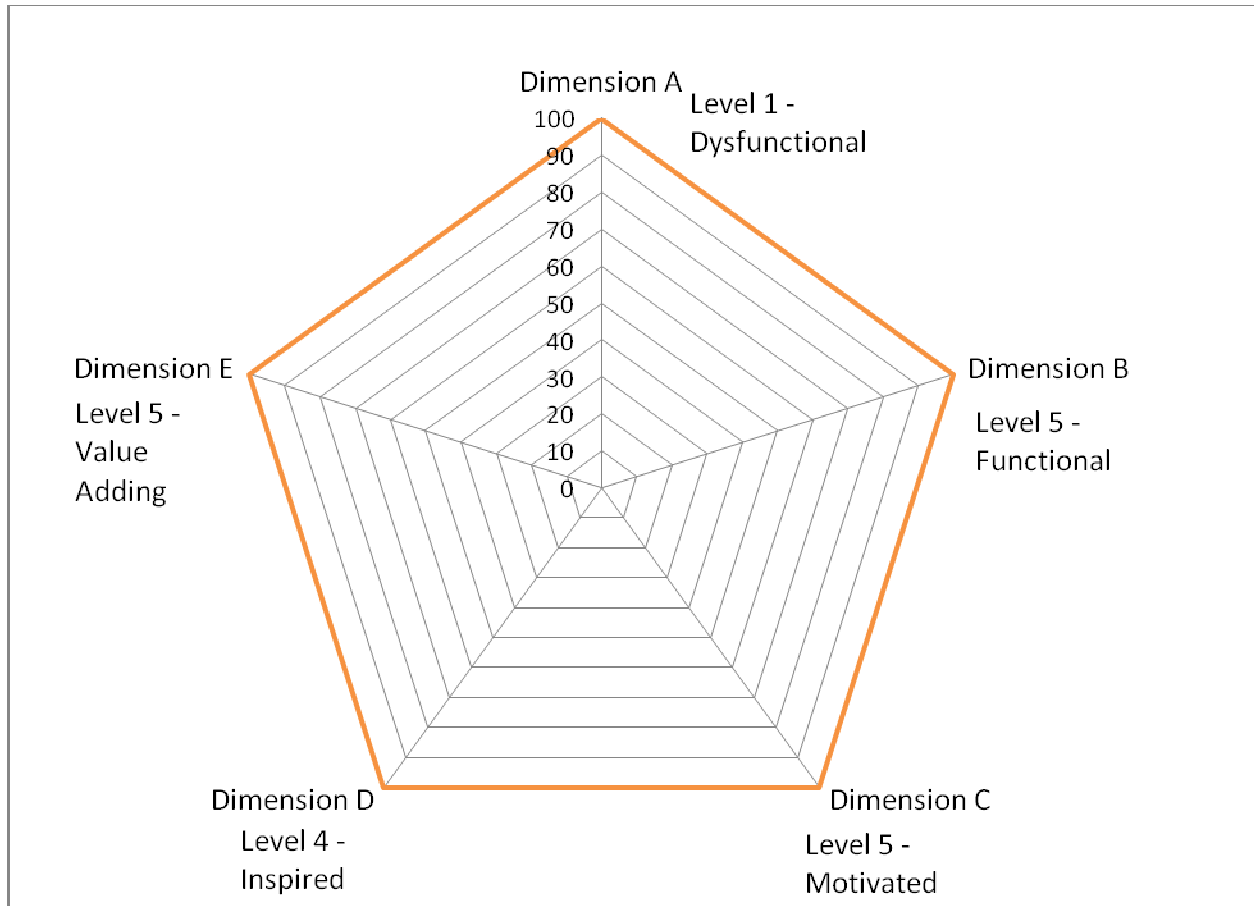
RESULT WORK SHEET	Count your answers for each dimension				
	Always	Mostly	Frequently	Sometimes	Never
Dimension A					
Dimension B					
Dimension C					
Dimension D					
Dimension E					

Calculate the total score using the following values and fill the table below

Always	Most Times	Frequently	Sometimes	Never
10	8	6	4	2

RESULT WORK SHEET	Totals Scores for the dimension
Dimension A	
Dimension B	
Dimension C	
Dimension D	
Dimension E	

STEP 3: Plot your score in the result grid for all rows and connect adjacent dimensions using straight lines



STEP 4: Read what it means and read some of the listed materials to improve your team.

This is the snapshot of your team, at this time. The less area you see covered in any dimension reflects the larger room for improvement in being a higher performance team along that dimension. Use this as a bench mark, work on your skills with the materials given in the list below and revisit this questionnaire every three months to improve yourself.

- “The 21 indispensable qualities of a leader” by John C. Maxwell
- “Did you hear what I said?” by Olin R. Jennings & Laura N. Jennings
- “Leading Teams: Setting the Stage for Great Performances” by J. Richard Hackman
- “The seven habits of highly effective people” by Stephen Covey
- “Team Building: Proven Strategies for Improving Team Performance” by William G. Dyer, W. Gibb, Jr. Dyer, Jeffrey H. Dyer, and Edgar H. Schein

- “The Big Book of Team Building Games: Trust-Building Activities, Team Spirit Exercises, and Other Fun Things to Do” by John W. Newstrom and Edward E. Scannell
- “Coaching, Mentoring, and Managing: Breakthrough Strategies to Solve Performance Problems and Build Winning Teams” by Micki Holliday
- “Coaching and Mentoring for Dummies” by Marty Brounstein
- “Leadership Agility: Five Levels of Mastery for Anticipating and Initiating Change” by William B. Joiner and Stephen A. Josephs
- “Leadership and the Art of Change: A Practical Guide to Organizational Transformation” by Lee R. (Roy) Beach
- “Fifty Activities for Coaching-Mentoring” by Donna Berry
- “Mentoring - Coaching” by Roger Pask and Barrie Joy