

Team Collaboration Assessment



"Teamwork is the ability to work together toward a common vision; the ability to direct individual accomplishment toward organizational objectives. It is the fuel that allows common people to attain uncommon results." – Andrew Carnegie

Assessment completed by: _____

There are multiple levels of organizational collaboration. There is collaboration within your team/department, between teams/departments in your division/business unit, with other divisions/business units in your overall organization/company, and with organizations/companies outside of your organization/company.

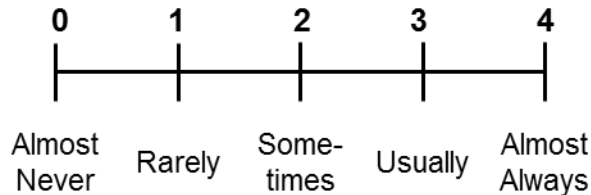


Our department, team: _____

Our division, business unit: _____

Our company, organization: _____

Select the number after each question using the scale below:



Collaboration Mindset:

1. Generosity: Our team *unselfishly* shares ideas, resources, and information within the business unit. We treat our resources as though they belong to the business unit. _____

2. Helpfulness: Our team *proactively* looks for opportunities to help each other and the business unit. When someone lacks skills or encouragement, we proactively offer help and reassure them. _____



3. Valuing the Team: Our team places the highest importance on looking out for each other and others in the business unit. We stand up for each other and the business unit when we are treated unfairly or with disrespect. _____

4. Appreciating Differences: We appreciate each other's differences. We recognize that our team is better for having diversity of people, skills, opinions, experiences, styles, and personalities. _____

Collaboration Mindset subtotal: _____

Foundations of Trust:

5. Competence: Our team is highly competent and can be depended upon to do the work for which we are responsible. We don't have to tightly control and inspect all aspects of our work because we consistently perform above expectations. _____

6. Loyalty: Our team's motives are clear. We work for the good of the business unit, not for our own selfish ambitions. We can be depended upon to do what is right for the business unit. _____

7. Honesty: People on our team exhibit honorable character. We are truthful and ethical. We demonstrate integrity by doing what we say we are going to do. _____

8. Transparency: The people on our team are authentic, personable, and open. We disclose our thoughts. We don't attempt to hide our actions from each other or others in the business unit. _____

Trust subtotal: _____

Communications:

9. Understanding: Our team communicates clearly, frequently, and in sufficient depth of detail that our expectations and priorities are well understood by everyone whom we impact on our team and across the business unit. We have a shared understanding of what is happening and needs to happen in the business unit. _____

10. Feedback: Our team members give each other frequent and constructive feedback to help each other perform, develop, and succeed. Feedback is given in a spirit of compassion, not judgment. _____

11. Channels: Our team uses the proper channels of communication, such as email for broad information distribution, phone and internet or interactive conversations, and meetings where in-person interaction is important. _____

12. Meetings: Our team makes efficient use of meetings and conference calls. We follow meeting best practices including having clear agendas, enabling everyone to contribute equally, recording key points, and ensuring everyone agrees with post-meeting actions and responsibilities. _____

Communications subtotal: _____



Decision Making:

13. Big Picture: Our team understands and embraces the “why”, e.g. vision, strategy, objectives, and expectations of the overall organization. We make team decisions that meet the needs of our overall organization and our external stakeholders. _____

14. Involvement: Our team feels involved in setting the direction of the business unit and making important decisions that impact our team as well as the business unit. _____

15. Constructive Debate and Conflict: Our team practices constructive debate. We challenge each other candidly, but gently, to find acceptable solutions and compromises. When people on our team disagree, we engage in conflict respectfully and constructively rather than avoiding conflict or getting into emotional arguments. _____

16. Alignment: The goals, plans, and expectations we have as individuals in our team are supportive of and complementary to others’ goals, plans, and expectations, as well as the business unit. _____

Decision Making subtotal: _____

Behaviors:

17. Roles: Everyone on our team works in defined roles that make our individual responsibilities clear to others on our team and to others in the business unit. _____

18. Processes: Our team follows agreed-upon principles and processes that provide clarity to what our team does, how people do their work, our interdependencies within the business unit, and how we interact. _____

19. Responsibility: When people in our business unit underperform, rather than blame them or someone else, we assess what part of our team failed or what we could have done to have helped them. _____

20. Accountability: Our team doesn’t tolerate selfishness. We speak up when people avoid helping others on our team or others in the business unit. There are consequences on our team for not working collaboratively as a team player. _____

Behaviors subtotal: _____

Recognition and Results:

21. Praise and Encouragement: People on our team encourage each other and praise each other publicly. They share credit where credit is due. When in meetings and on calls we give positive reinforcement to each other for helping others on our team and across the business unit. _____

22. Individual Rewards: Rewards, bonuses, and promotions are given to individuals on our team who model the values that contribute to team results. Rewards are given to those who make unselfish contributions and assist our own team members as well as others across the business unit. _____



23. Team Recognition: Our team receives recognition as a team when we all pull together, give our best effort, achieve our team objectives, and contribute to the business unit's objectives. _____

24. Results: Our team consistently produces quality deliverables and delivers against our overall objectives creating pride in our team and reinforcing our team spirit. _____

Recognition and Results subtotal: _____

Summary:

25. Collaboration: Our team works together as an integrated team, not as a loose collection of individuals. We create plans together, make presentations together, help each other, encourage each other, trust each other, and perform as a team while also supporting the business unit and overall organization. We share a common bond because we have strong interpersonal relationships. Being a member of our team feels like belonging to a family. _____

Transfer your scores from each of the prior sections:

- Collaboration Mindset: _____
- Foundations of Trust: _____
- Communications: _____
- Decision Making: _____
- Behaviors: _____
- Recognition and Results: _____
- Summary: _____

Total Score: _____

Save this assessment to your computer for future reference; if applicable, email it to your coach or workshop facilitator.



Scoring:

- **80-100 = Excellent Teamwork.** Congratulations. Your team epitomizes the characteristics of great teamwork. It would be awesome to be on your team. There is little doubt that your team attracts top performers, performs at the highest levels, leverages the synergy of the team, and is a key contributor to the performance of the business unit and overall organization.
- **60-79 = Average Teamwork.** In many ways your team demonstrates good teamwork. Take pride in the areas in which you work as a team. In the areas you don't manifest good teamwork, work as a team to understand the root causes and put plans in place to resolve them.
- **40-59 = Below Average Teamwork.** Your team has significant room for improvement. There is competition between members of your team and the business unit. People are looking out for their own selfish interests. There is conflict, political manipulation, and low employee morale in your team. The performance of your team is well below what it could be if everyone pulled together to help each other and the business unit. It is time for a significant transformation in how your team operates starting with the mindset of the individuals on the team and the level of trust between your team members.
- **Below 40 = Nonexistent Teamwork.** Your scores indicate that most characteristics of good teamwork are rarely demonstrated. You really don't work as a team or as part of a larger team. You are a collection of individuals. It may be that the nature of the work in your organization is such that teamwork is unnecessary. If, however, the work is such that people could benefit from working together and helping each other, you have a lot of work to do. Consider improving every aspect of your organization including the structure, incentives, processes, systems, and people. Your team needs a significant transformation.