Transformational Teams Questionnaire

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Introduction

For more than a decade we have worked with a numerous teams in a variety of different organisations and sectors. As a result of this experience we have come to understand that work teams that perform at the top of their game all the time are very, very rare.

What we have identified, broadly speaking, is five different team 'types' and we have identified specific behaviours that characterise each of these team types in our **Transforming Teams Model**.

But before you look at these team types, we recommend that you take a look at our Transformational Teams Questionnaire below as part of a team exercise (it takes about 15-20 minutes to complete so you could incorporate it into a team meeting with or without an external facilitator or team coach).

How to Complete this Questionnaire

This questionnaire is a tool to kick-start a discussion in your own team. It is not a psychometric instrument.

1. Ask each team member to tick the answer that most applies and see where the similarities and differences are within your team.
2. Ask the team to work in pairs, initially. Each person shares their scores with their partner and identifies any similarities and differences.
3. Each pair summarises their findings to the wider group
4. Read the **Transforming Teams Model** to identify the five different team types
5. Does your team have 'mostly As' or 'mostly Cs' for example? Or a mixture of scores across the board?
6. As a group, you can then identify:
   - Common themes
   - Any surprises
   - Behaviours that block team performance or enable team performance
   - Priorities and action plan as a team
   - Who can support you with your action plan.

This tool is very powerful if you then ask members of another team or other stakeholders to rate your team using the same questionnaire.

In each category, please tick the statement/paragraph that most closely applies to your team.

Common Goals, Purpose and Approach

A. Our team is fully committed to our common goals and the organisation has a clear sense of purpose. We set challenging team and individual goals and we achieve them.

B. Our team definitely has a sense of purpose and shared goals. I am not sure how consistent our approach is to communicating those goals and sometimes we get a bit distracted from them. Results can be spasmodic.

C. Everyone on our team knows what needs to be achieved in their own area. We are good at keeping each other updated.

D. Our team is more focused on getting the job done and keeping our heads above water rather than a big sense of purpose. I don't think we can feel that at the moment. We don't set team goals because we can't rely on others to help us achieve them.

E. Our team has no sense of shared purpose. Everyone is out for themselves. Don't even think about team goals. It wouldn't work.

Imagination and Vision

A. Our vision is crafted with the future in mind. We are all very committed to it and so are all the staff. We revisit our future strategy regularly and are always challenging ourselves on whether we are going in the right direction. Future mapping is always an exciting part of our team discussions.

B. Our team is looking to the future and it's very exciting. A few unknowns but we are all enthusiastic and committed. The vision has not been recrafted yet and I think it needs to be.

C. We have a vision which we are working towards. I don't think it needs changing yet, it still applies.

D. At the moment, I don't think our team feels we can really commit to a future vision. We have too many unknowns and the main thing is to survive and save money.

E. The vision is completely irrelevant to the work of the team. I am not sure anyone even knows what it is at the moment.

Organisational Culture

A. I would describe our organisational culture as creative, productive and dynamic. Our staff survey supports this and shows that 95% of staff are happy and fulfilled in their work.

B. I would describe our organisational culture as enthusiastic and committed. Most of our staff enjoy their work, although we have some pockets that are not as good as others.

C. I would describe our organisational culture as stable and fit for purpose.

D. I would describe our organisational culture as quite demoralised lately. I don't think the team feel confident about the future.

E. I would describe our organisational culture as demotivated and dysfunctional.

Self Awareness and Self Assessment

A. Our team is strengths based. We make decisions on who should do things based on an assessment of our collective and individual strengths. We are also aware of our weaknesses and work constantly on how we can perform even better.

B. Our team is reasonably good at assessing strengths and weaknesses. I think we probably could be better at learning how to use our collective strengths and compensate for weaknesses.

C. Our team participates in annual appraisals as does the rest of the organisation. We all know what our strengths and weaknesses are. We choose people to work on a project depending on its relevance to their area of responsibility and that works well.

D. Our team doesn't really talk about strengths and weaknesses. We are more focused on getting through the work.

E. I think the weaknesses of people within the team are blatantly obvious but no one does anything about them.

Courageous

A. Our team works on the principle that the only thing to fear is fear itself. We always think through the risks we take but try not to let fear stand in our way of doing the right thing and achieving our goals.

B. I think our team will make brave choices and always try to stretch ourselves to move forward. I am not sure we always get it right.

C. I am not sure how much risk we should be taking. Surely as a leadership team we also have a responsibility to be considered in our judgements. I think we always try and make sure we do the right thing; it's not really about fear but about responsibility.

D. I think our team resists making big decisions for fear of being blamed if things go wrong.

E. I would not use the word courageous when talking about our team. We push things through sometimes but mostly just end up blaming each other for what doesn't work.

Learning and Development

A. Learning and development is one of the most important things to our team, both individually and collectively. We commit to our own learning and invest in development throughout the organisation.

B. Our team is really committed to learning and development. I think we may need to spend a bit more time on our own learning as a team.

C. Ongoing learning and development is important in this organisation. We do that through the appraisal system.

D. We focus on the training we need for the job; we don't really do personal or team development. It would be seen as a waste of time and money.

E. Not much training happens in our organisation and I don't think we have ever done anything as a team.

Great Communicators

A. We use lots of different methods of engaging our colleagues and stakeholders both internal and external. We try to be creative with technology and have seriously reduced email overload. We give feedback to each other constantly and to our people. The staff always say they feel that communication is great in this organisation and we are very proud of that. We get out frequently and speak to people face to face about how we are doing and how we could improve. 'Walking the job' is part of the way the leadership team does things.

B. We are a bit haphazard in our communication. Sometimes I know we get it right and other times we don't. We give feedback but I don't think we do it well enough or do it consistently enough. We tend to do a lot more by email than we would like.

C. Communication is always an issue – I'm sure it could be better but we do our best.

D. I don't think communication is very good in our team. Lots of things seem to get decided but people are not informed. It could be much better. We are so busy, we forget to do it.

E. Communication is poor in our team. We rarely have conversations, just futile discussions and email overload. We never really know what is going on in the organisation and are kept in the dark. We hear things 'on the grapevine' rather than through the official channels.

Trust

A. Trust is definitely high in our team. I have complete faith and trust in all my colleagues.

B. We trust each other and are willing to share our difficulties.

C. Our trust levels are fine.

D. I don't think people really trust each other much in this team. There is a lot of backbiting and that doesn't make for trust.

E. You would be foolish to trust anyone in this team. The only person you can trust around here is yourself.

Celebrate Success and Achievement

A. We love to celebrate our successes and we are always looking for an occasion to celebrate, whether that is a new order, a great idea or a birthday. Everyone in this organisation enjoys celebrating and I can think of at least 3 examples from the last month.

B. We do celebrate sometimes, but we could do more.

C. Of course we celebrate success. More in some teams than others. I can't remember the last time exactly but when we achieve something good it's always acknowledged.

D. We have tried to celebrate sometimes when things have gone well but no-one is really interested. I just don't think it's the right thing at the moment.

E. What success?

Engage In Productive Conflict

A. We are not afraid of tackling difficulties even if they are personal because the worst thing for any team is when these things are not addressed. We have a commitment to sorting things out and moving past them. Our conflict is healthy conflict even if it might sometimes be uncomfortable. We're not afraid to ask difficult questions for which we might get honest answers but that enables us to constantly be better than we are as a team and an organisation

B. I think we all hold back a bit from conflict because generally we really support each other. However, I think for us to really move forward we do need to sort out some tricky issues. I think people are ready for it but it's a bit scary. We can get sucked into 'groupthink' on occasions (when there is no diversity of thought, idea or intervention)

C. Our team gets on pretty well on the whole – we are not like those teams who argue all the time. Sometimes I know we avoid issues but I don't see it would do any good to get all het up about them.

D. There is quite a bit of conflict and people can get emotional. I don't think our conflict is very productive although sometimes it helps to clear the air.

E. Conflict is part of this team all the time but not in a healthy way. We argue or fester about issues rather than sorting them out. Some of the attacks are really personal and there is a lot of points- scoring and blame.

Scoring

A = Transformational – This is an area of real strength. How can you continue to keep this up and share your best practice with others?

B = High Potential – This is an area of strength and with some work could become even stronger.

C = Mediocre – Has complacency become the norm in this area?

D = Resistant – What is being resisted and why? Are there some working relationship issues?

E = Seriously dysfunctional – You are in the danger zone. Strong leadership is required here or even a change in the team's make-up.

Learn more about the five different team types on our website www.lynnscottcoaching.co.uk/Transforming-Teams-Model.

Our **Transforming Teams Platinum Programme** for senior teams is challenging – but it gets results. Contact us for more information.

We can also help you to **Create a Better Team in Three Months** – our two hour masterclasses and full day interactive workshops are packed with tips and techniques that leaders can use with their own teams immediately. We also speak at conferences and seminars on this subject.

To find out more about our Transforming Teams Model and how we can help you transform your teams, please contact us:

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